



Economics Research Associates

Analysis of the

**ECONOMIC AND FISCAL REVENUE  
IMPACTS OF A PROPOSED  
BALLPARK VILLAGE ON  
THE CITY OF FREMONT  
AND THE ECONOMIC BASE OF  
ALAMEDA COUNTY**

Prepared for the

**Oakland Athletics**

Submitted by

**Economics Research Associates**

**May 1, 2007**

**ERA Project No. 16525**

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THE OAKLAND ATHLETICS BASEBALL COMPANY

January 16, 2007

Lewis N. Wolff  
*Owner*

Dear citizens of the City of Fremont, citizens of Alameda County, members of the City of Fremont City Council, members of the Board of Supervisors of Alameda County and designated city and county staff members and advisors:

The accompanying Economics Research Associates economic analysis was commissioned by our organization. The intent of the report is to provide the citizens of the city of Fremont and Alameda County a view of the impact that Cisco Field and the adjacent A's Ballpark Village would generate for all directly and indirectly concerned.

We have asked the consultant to bind this letter into the economic analysis in order to inform all who explore the report that the context is a segment of the material that we will be providing to support our belief that the implementation of Cisco Field and the A's Ballpark Village should earn the approval of those we impact.

We are confident that the total concept we propose will generate very significant incremental benefits to the City of Fremont and to Alameda County. Although not addressed in the context of the study, the adjacent and nearby cities including those in Santa Clara County will also benefit in a significant manner if we are able to implement our desired activity. We believe the economic and community benefits will greatly exceed the property's existing fully approved 3,400,000 square feet of office space and at a much lesser level of local and regional traffic, environmental and related impacts. Investments of the type and scale we propose greatly exceed the ballpark only developments that identified prior (pre 1990) baseball and other sports venues. The true economic, community, social and identity value of the A's and what we hope to generate by our desired concept can best be fully maximized by implementing a controlled (Ballpark Village) environment and development concept.

Like all major developments, and especially sports, "sound bite" instant reactions often seek to impede a full and open hearing of the costs and benefits involved. The accompanying study is being provided to the constituency the A's believe we serve, benefit and impact; the citizens of the City of Fremont, the citizens of Alameda County, the elected representatives of those jurisdictions and the assigned staff members who are to evaluate and guide the required processing. This economic analysis and the forthcoming reports, design studies and presentations will be presented to those noted. We will continue to provide those we serve the subsequent elements of our proposed Ballpark Village.

Sincerely,

A handwritten signature in cursive script, reading "Lewis N. Wolff".

Lewis N. Wolff

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## **GENERAL LIMITING CONDITIONS**

Every reasonable effort has been made to ensure that the data contained in this study reflect the most accurate and timely information possible, and they are believed to be reliable. This study is based on estimates, assumptions and other information developed by Economics Research Associates from its independent research effort, general knowledge of the industry and consultations with the client and the client's representatives. No responsibility is assumed for inaccuracies in reporting by the client, the client's agent and representatives or any other data source used in preparing or presenting this study.

This report is based on information that was current as of February of 2007, and Economics Research Associates has not undertaken any update of its research effort since such date.

No warranty or representation is made by Economics Research Associates that any of the projected values or results contained in this study will actually be achieved.

Possession of this study does not carry with it the right of publication thereof or to use the name of "Economics Research Associates" in any manner without first obtaining the prior written consent of Economics Research Associates. No abstracting, excerpting or summarization of this study may be made without first obtaining the prior written consent of Economics Research Associates. This report is not to be used in conjunction with any public or private offering of securities or other similar purpose where it may be relied upon to any degree by any person other than the client without first obtaining the prior written consent of Economics Research Associates. This study may not be used for purposes other than that for which it is prepared or for which prior written consent has first been obtained from Economics Research Associates.

This study is qualified in its entirety by, and should be considered in light of, these limitations, conditions and considerations.

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## **Analysis of the Economic and Fiscal Revenue Impacts of a Proposed Ballpark Village on the City of Fremont and the Economic Base of Alameda County**

### **EXECUTIVE SUMMARY**

The Oakland Athletics have attempted to identify appropriate areas in Oakland where they could build a “Ballpark Village” community that would combine a unique and integrated residential and mixed-use/retail development with the most intimate state-of-the-art ballpark in Major League Baseball. The Ballpark Village development is not only intended to enhance the quality of life within the surrounding community, but also is structured to assist in the funding of the ballpark development while attempting to limit the level of public assistance that is typically required to attract similar professional sports franchises to local municipalities. Having been unsuccessful to date in finding an appropriate location in Oakland, the Athletics are now investigating the possibility of remaining in Alameda County and relocating to a prominent site in Fremont, California.

The relocation of a major league sports franchise can be controversial, and understanding that questions regarding the economic impacts of such a relocation are important to address early in the process, the Athletics retained the consulting firm of Economics Research Associates (ERA) to analyze the economic impacts of relocating to Fremont, and the fiscal revenue impacts on the City of Fremont and its schools. The goal of ERA’s study is to present as transparent an analysis as possible, presenting input assumptions as well as the calculations for estimating impacts, with the intent that this analysis may serve as a medium through which discussions can take place regarding benefits to be had, and the costs which will need to be mitigated.

The design of the proposed Ballpark Village analyzed in this study implicitly recognizes the true entertainment value of professional sports, and the stimulus to surrounding real estate development, as well as the need to minimize the requirements for public assistance. The project is much larger than just the sports facility, however. There are three major land use components in the proposed Ballpark Village community:

1. **Ballpark.** The most unique component of the proposed project is a new, state-of-the-art MLB ballpark of an intimate size in the range of 30,000 to 34,000 seats. It is anticipated that the Athletics will have the most intimate and smallest ballpark in MLB and will be one of the most unique venues to watch professional baseball in all of the United States. In partnership with Cisco Systems, Inc. the ballpark is anticipated to utilize state-of-the-art technology in the facility.
2. **Residential.** A significant portion of the site would be devoted to new residential development surrounding the ballpark and mixed-use/retail development. This component is currently envisioned as approximately 2,900 new housing units covering 120 acres at an average density of approximately 24 dwelling units to the acre. Within that average density, however, the majority of units would be

designed at townhome/row-housing densities creating pedestrian urban streets reminiscent of brownstone neighborhoods of the East Coast. Some units directly adjacent to the ballpark would be at higher densities consistent with the Ballpark Village community.

3. **Retail.** A total of approximately 550,000 square feet of high quality mixed-use/retail plus a boutique hotel of approximately 100 rooms are currently planned for the project. Of this, the majority of the square feet would be in a regional serving “lifestyle center” and the remainder would be entertainment retail in a “Main Street” environment activated by the residential neighborhood and the ballpark.

The proposed site is situated west of Interstate-880 in Fremont’s Pacific Commons Planned District, between the freeway and San Francisco Bay, and between the interchanges at Auto Mall Parkway and Cushing Parkway. By creating a unique residential village, and by coupling it with an exciting and attractive urban district with restaurants, retail, and entertainment, private real estate value can be created and harnessed to assist in the funding of a new state-of-the-art ballpark for the Athletics.

The proposed relocation of the Athletics MLB franchise to Fremont has the added benefit to the larger community of Alameda County, of keeping the team within the county.

The specific findings of this study include the following:

- The direct economic impact on Alameda County will be approximately \$109 million per year from the operations of the Athletics franchise, the operations of concessions within the ballpark, the net new retail spending captured by the Baseball Village retail, and the net new spending captured in the county from the new households in the Ballpark Village.
- Including the indirect and induced “multiplier” effects, the Ballpark Village will generate over \$191 million per year in total economic output for Alameda County, and create approximately \$50 million each year in personal earnings, which in turn supports approximately 1,762 incremental jobs within Alameda County.
- The net present value over the next 30 years of the total expansion in economic output of Alameda County will be between \$700 million and \$2 billion, depending upon the discount rate used, as a result of implementing the Ballpark Village proposal.
- Construction of the Ballpark Village is estimated to cost approximately \$1.8 billion in today’s dollars. Over the several years it will take to build and absorb the project, over 13,000 full-time equivalent annual jobs will be created, along with almost \$600 million in earnings for those workers. Alameda County will

experience a one-time economic expansion during the construction period of almost \$3.2 billion.

- For the Fremont Unified School District, over \$10 million in development fees will be collected from the project.
- For the City of Fremont, over \$3.6 million per year will be generated after build out in General Fund revenues. While the costs of providing General Fund municipal services cannot be estimated until a formal development application is submitted, these General Fund revenues will be unrestricted in their use for offsetting costs. Additional revenues will be generated for the City in the form of fees and charges to offset non-general fund services provided, and by the Special Services tax levied within the Pacific Commons development area.
- The Fremont Redevelopment Agency, upon project build out, will be collecting over \$15 million per year in today's dollars in the form of property tax increments and set-aside funds for low- and moderate-income housing.

Although much harder to quantify, the Fremont and Alameda County communities will also benefit by attracting and retaining good corporate citizens, not the least of which will be the project partners: the Athletics Franchise and Cisco Systems. Fremont will also enjoy increased identity and image enhancement in the national media, and all of Alameda County will be able to retain the quality of life, entertainment value, and sense of identity that comes from being host to a major league sports franchise.

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## Section I INTRODUCTION

### PURPOSE OF THE ASSIGNMENT

The relocation of a major league sports franchise can be controversial, and understanding that questions regarding the economic impacts of such a relocation would be important to address early in the process, the Athletics retained the consulting firm of Economics Research Associates (ERA) to analyze the economic impacts of relocating to Fremont, and the fiscal impacts on several affected public agencies and jurisdictions. The goal of ERA's study is to present as transparent an analysis as possible, presenting input assumptions as well as the calculations for estimating impacts, with the intent that this analysis may serve as a medium through which discussions can take place regarding benefits to be had, and the costs which will need to be mitigated.

### DESCRIPTION OF THE PROPOSED PROJECT

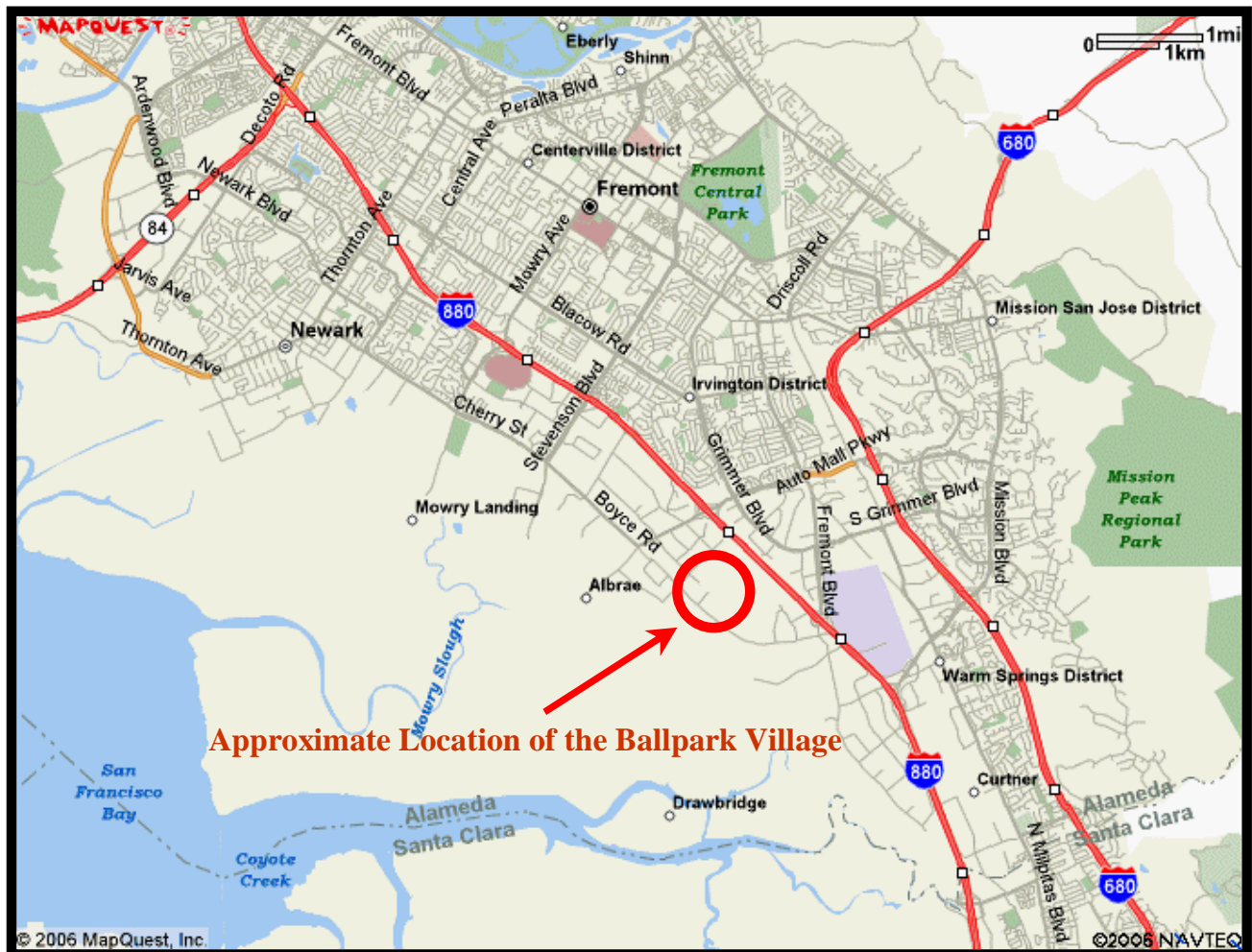
There are three major land use components in the proposed Ballpark Village community:

1. **Ballpark.** The most unique component of the proposed project is a new, state-of-the-art MLB ballpark of an intimate size in the range of 30,000 to 34,000 seats. It is anticipated that the Athletics will have the most intimate and smallest ballpark in MLB and will be one of the most unique venues to watch professional baseball in all of the United States.
2. **Residential.** A significant portion of the site would be devoted to new residential development surrounding the ballpark and mixed-use/retail development. This component is currently envisioned as approximately 2,900 new housing units covering 120 acres at an average density of approximately 24 dwelling units to the acre. Within that average density, however, the majority of units would be designed at townhome/row-housing densities creating urban streets reminiscent of brownstone neighborhoods of the East Coast. Some units directly adjacent to the ballpark would be at higher densities consistent with the Ballpark Village community.

3. **Retail/Mixed Use.** A total of approximately 550,000 square feet of high quality mixed-use/retail plus a boutique hotel of approximately 100 rooms are currently planned for the project. Of this, the majority of project would be in a regional serving “lifestyle center” and the remainder would be entertainment retail in a “Main Street” environment activated by the residential neighborhood and the ballpark.

The proposed site is situated west of Interstate-880 in Fremont’s Pacific Commons Planned District, between the freeway and San Francisco Bay, and between the interchanges at Auto Mall Parkway and Cushing Parkway (see **Figure I-1**). The primary site is approximately 143 acres, net of proposed streets, and owned by ProLogis (the successor to Catellus Development Corporation). The majority of that site, however, is subject to a long-term land lease held by Cisco that includes an option to purchase the property. In addition, parking may be secured on other parcels in proximity to the property in order to serve the ballpark on game days and to further enhance the mixed-use retail on non-game days.

Figure I-1  
SITE LOCATION



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## **Section II METHODOLOGY**

Before preparing quantitative estimates of the various economic and fiscal impacts of the proposed Ballpark Village project, this section discusses the methodology that will be used in the rest of this study.

### **THE ECONOMIC CONCEPT OF THE MULTIPLIER**

In the field of regional economic analysis, industries and the employment within them may be separated conceptually into two types: those that form the base to the local economy, and those that serve the residents who live in the local area. Industries that are part of the base to the economy have the power to create wealth by drawing new money into the area, while industries serving residents merely circulate money that is already in the local economy.

The operations of the Athletics franchise is partially a resident serving business, providing entertainment to Alameda County residents and recirculating their money within the local economy. But the franchise is also partially a basic business in that it draws revenues from outside the county (e.g., for advertising, national corporate sponsorships, etc.), and it makes expenditures within the county for goods and services necessary to operate the ballpark and support the team.

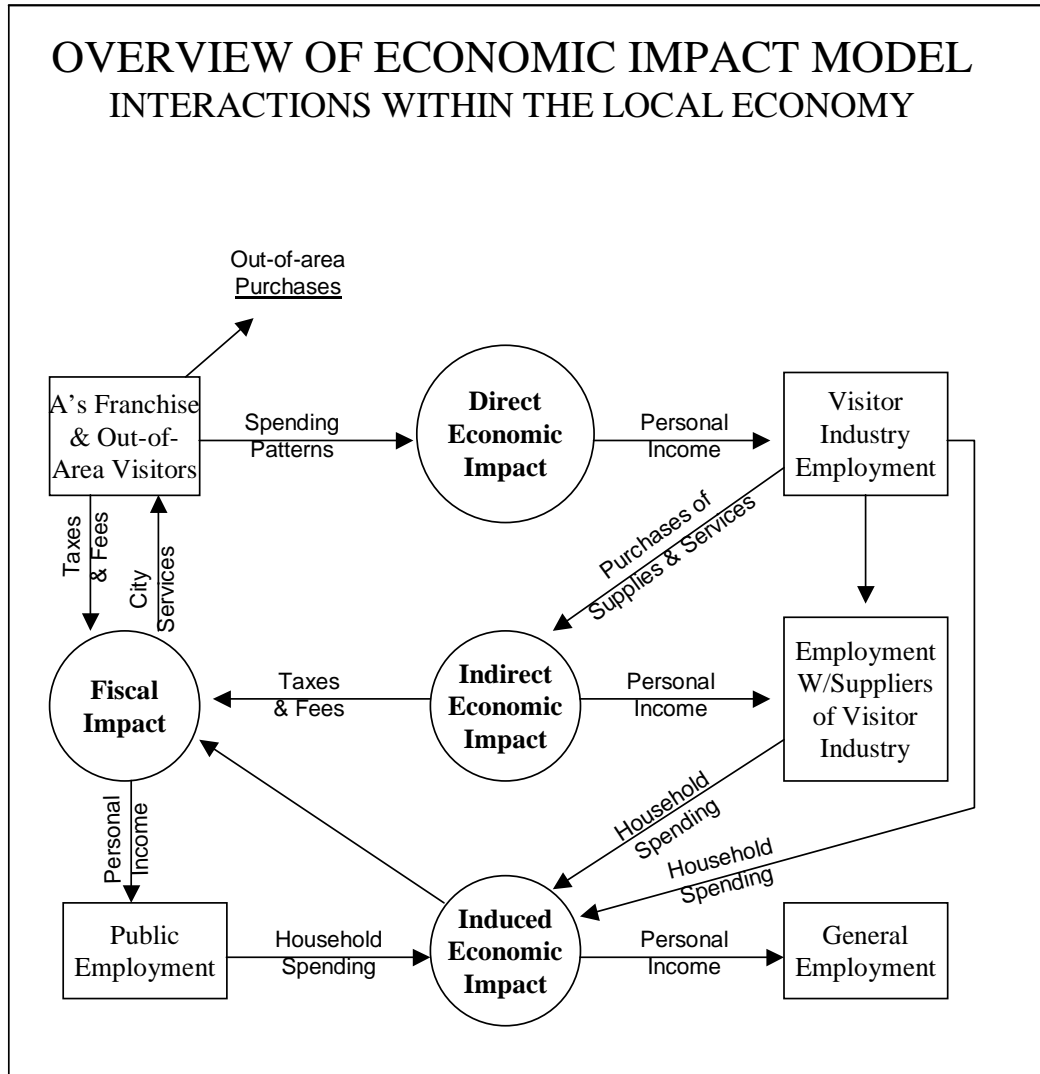
A professional sports franchise also functions partially as a business in the tourism industry (a basic industry) to the extent that it draws people into the area who spend money. The initial spending from visitors has a multiplied effect on expanding the local economy. For example, \$10 spent by a visitor from Sacramento on food in the Coliseum during a baseball game has a "direct impact" on the Alameda County economy in that it is new money in the county which would not have been there without the baseball game; it supports jobs in the stadium and it generates local tax revenue. But the impact of this new money does not stop with the direct effect. There is an "indirect effect" as the suppliers to the stadium concessionaire also experience increased revenues, add staff to provide goods and services, and pay additional taxes. Furthermore, the employees in the businesses feeling the direct and indirect expansion caused by new money flowing into Alameda County have more money in their pockets as a consequence, and they create

"induced effects" as they spend their pay checks on the full variety of goods and services necessary to support their lifestyles.

Taken together, the indirect and induced economic expansion is referred to as the "multiplier effect" over and above the direct impact. Input-output models are used to estimate the interrelationships between the various sectors in the local economy, and to provide estimates of "multipliers" which estimate the indirect and induced effects created from direct impacts. For example, if the multiplier for food sold in the stadium is 1.5, then approximately \$5 of indirect and induced economic activity will be generated by an original \$10 in concession purchases, for a total economic impact on Alameda County of \$15.

The multiplier effect expands government revenues as well. Most visitors to professional sports pay parking, admission, and sales taxes (and some pay hotel taxes), and the businesses that directly serve them pay payroll and other taxes. In addition, other sales and business tax revenue is generated by the indirect and induced economic activity that follows the direct impact. **Figure II-1** presents a flow chart of the mechanisms through which multiplier economic impacts are created.

Figure II-1



## FRAMEWORK FOR THE ANALYSIS

An assessment of economic and fiscal impacts requires first establishing a framework for the analysis that defines impacts:

1. For whom? Or in what geographic area?
2. And over what time period? Just impacts that occur due to development, or those that continue to be generated over time?
3. And compared to what?

**1. Geographic Area.** The analyses below are conducted from two geographic perspectives. For estimation of fiscal revenue impacts on the City of Fremont, the focus is on flows of money within the city limits of Fremont. For some of the larger community economic impacts, especially those involving economic multiplier effects on job creation and indirect and induced personal income, Alameda County is analyzed as the local economy that currently hosts the Athletics.

**2. Time Frame.** Community economic impacts are analyzed in terms of project build-out which would be achieved eight to 10 years from today, but are expressed in today's dollars (2007). The one-time impacts generated by construction activities are also estimated. For analysis of the ongoing fiscal revenues accruing to the City of Fremont, estimates are made for each year during the development and occupancy phase as the project is built, and then are summarized in today's dollars for the build-out year.

**3. The Alternative Development Scenario.** The analysis also must consider an alternative scenario for the future of the Athletics franchise should the Fremont Ballpark Village program not proceed, and the most likely alternative use of the Pacific Commons site in Fremont.

- **Alternative Use of the Site.** The majority of the site is currently controlled by Cisco, which had planned (and received approvals) to build up to 3.8 million square feet of office/R&D space during the technology boom of the late 1990s. Given the downturn in the technology industry in the early 2000s, representatives of Cisco have stated that the company no longer has any intention of implementing that plan. The new owners are acquiring the entitlements as well as the site, and it is possible, although unlikely, that another major high-technology

user could emerge within the ten-year timeframe of this analysis to acquire the full site from the new owners for a business campus if the Ballpark Village is not built. The new retail development in Pacific Commons has proven to be successful, and in all likelihood some additional retail space could find sufficient market support to be developed on a portion of the site if the Ballpark Village project does not go forward. Recent development activity at the Fremont Auto Mall adjacent to the site indicates that there is likely market support for additional auto retailing in the area, although the Athletics have indicated that they have no intention of developing additional auto dealerships on the land they are acquiring from Cisco. None of the land west of I-880 is currently zoned for residential and the assumption is that none would be built without the Ballpark Village plan, which links residential and mixed-use/retail with the ballpark as a means of creating a unique community experience as well as facilitating the financing for the construction of the ballpark while minimizing the direct public assistance required for the project. Without a Ballpark Village, a Cisco campus, or new residential zoning, in all likelihood the majority of the remaining site would remain vacant for the next 10 years.

- **MLB Franchise.** This analysis assumes the Athletics will not stay in Oakland as an appropriate site has not been identified in Oakland in spite of efforts to date. If the Fremont site proves unworkable, the baseline assumption is that the Athletics will not only leave Alameda County, but will relocate to another major metro area outside the State of California. Major League Baseball has mandated the Athletics develop a modern venue. The Athletics have reported to ERA that they have conducted a three-year search within Alameda County and the Fremont site is the only suitable opportunity they have been able to identify.
- **Residential.** The analysis considers the 2,900 residential units in the Ballpark Village as an entirely new addition to the housing stock, and the residents as all new for Fremont. Of course some of the new residents of the Ballpark Village community will be relocating from other housing within Fremont, but the assumption is that the housing units they vacate will quickly become reoccupied due to the strong desirability of the city within the East Bay. During development and occupancy of the residential community there might be some shifting of absorption within the city, with other new housing projects filling up slower due

to the new supply available on the west side of I-880, but in the long run it is assumed that no more than normal, steady-state vacancy rates will remain in the Fremont housing market, and the city will be 2,900 units larger than it would otherwise have been. Again, the baseline assumption is that without the Ballpark Village concept in its entirety, the City of Fremont would not change their policy to allow residential use on the west side of I-880.

- **Retail/Mixed-Use.** Some of the retail, hotel and restaurant sales volume in the Ballpark Village will potentially come at the expense of other existing retail establishments in Fremont or might occur on the site without the entire Ballpark Village project. On the other hand, much of the retail space to be developed in the Village is planned to be different from what currently exists anywhere else in Fremont, or from what would occur absent the mixed-use Village environment. Some of the retail, especially entertainment retail and food and beverage operations, will also be designed to cater to the patrons of events occurring in the ballpark. The location, adjacent to the affluent residential population of Santa Clara County will also aid in drawing shoppers from out of the city and county. All of these factors will contribute to the regional draw of the Ballpark Village retail and restaurant components. To the extent that sales volumes are new to Fremont net of what would otherwise take place, they will create new jobs and income and generate new sales tax revenues for the City. To the extent that sales volumes are net new to Alameda County, they will have similar impacts at the county level. Auto retailing is an especially sensitive market segment because cars are so expensive and the dealerships generate large sales tax revenues for their host communities. While expansion of the Fremont Auto Mall onto the Ballpark Village site is one possible land use alternative, there are also underutilized industrial properties immediately to the north of Auto Mall Parkway that may be used for auto retailing, retaining the ability to continue expanding auto retailing in Fremont as well as develop the Ballpark Village community. As will be discussed with more justification in Section III below, this analysis assumes that 50 percent of all retail sales in the new Ballpark Village are net new to the County of Alameda, and that 75 percent of them are net new to the City of Fremont.

- **Ballpark.** The Athletics intend to purchase the land for the ballpark and then enter into a long-term arrangement with the City of Fremont and Alameda County to ensure that the team remains in Fremont for the next 30+ years. Under the terms of this arrangement, the Athletics will be responsible for the cost and development of the new ballpark subject to limited negotiated assistance from the City and County. The Athletics intend to pay the City of Fremont an annual amount of \$1,000,000 per year in order to further support City services with regard to the Ballpark Village project. The Athletics will be responsible for all costs associated with the direct operation the ballpark throughout the term of the arrangement without any on-going financial obligations required of the City and County to maintain the ballpark.

The remainder of this report is organized into four major sections. The first, Section III, addresses the direct economic effects. These are essentially the effects created by the direct spending of people and companies in Fremont, after netting out the portion of spending that either leaks immediately out of the area or that would have occurred in the alternative development scenario without the Ballpark Village. Section IV then builds on the direct effects to estimate the multiplier impacts on the broad Alameda County community. One-time economic impacts of the construction of the project are analyzed in Section V. The final section, VI, focuses on the fiscal impacts of ongoing revenues likely to be incurred by the City of Fremont and the Fremont Unified School District.

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## Section III

### DIRECT ECONOMIC IMPACTS

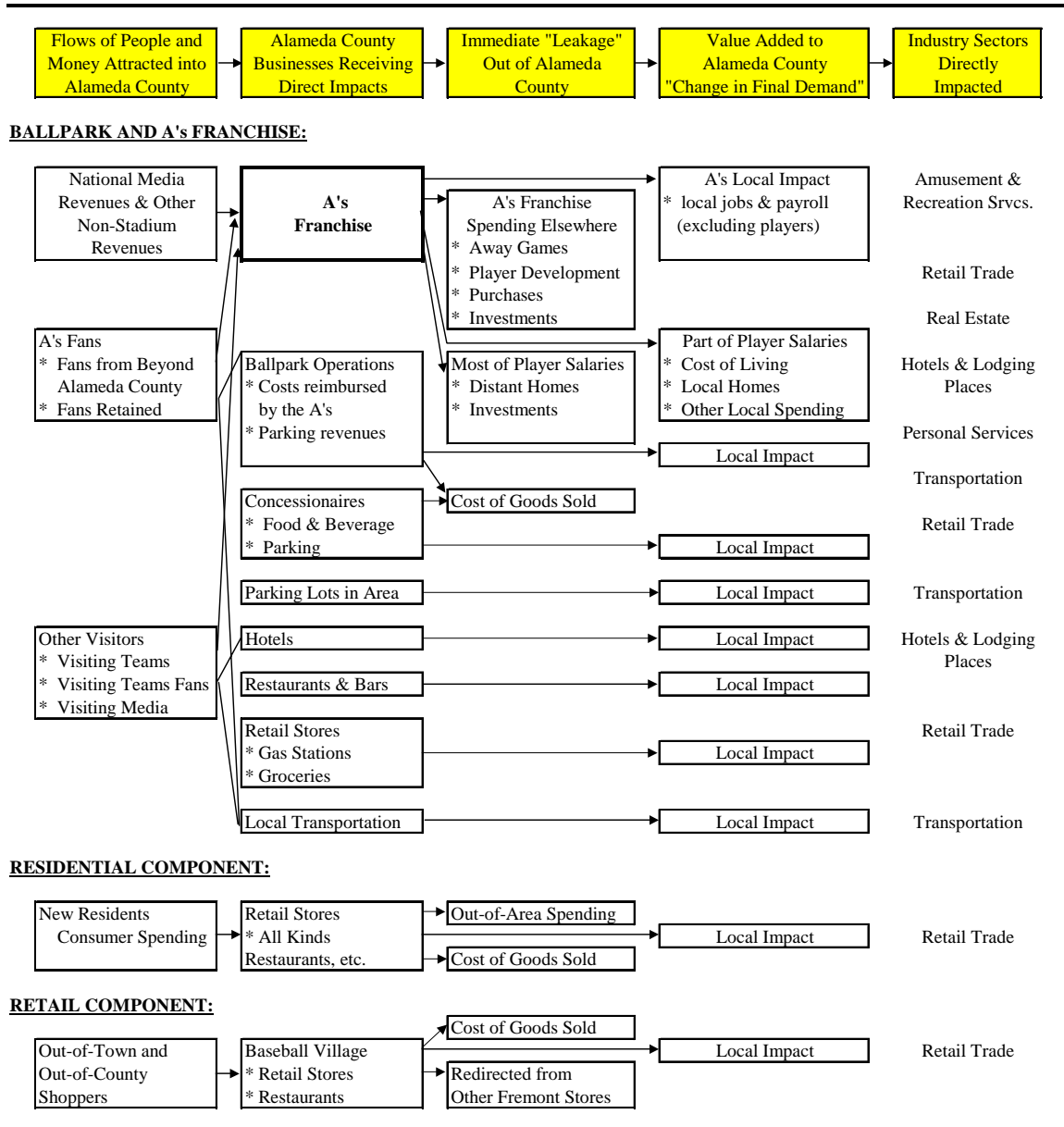
The purpose of this report Section is to account for the direct impacts, or the “first round of spending” created by the new economic activity in Fremont, and retained in Alameda County, by the Ballpark Village project. Before estimating the size of individual money flows, an overview of how they are accounted for is first presented.

#### OVERVIEW OF DIRECT ECONOMIC IMPACTS

Section II described the input assumptions and analytical framework for this study. An overview of how direct impacts are calculated using this framework is presented graphically in **Figure III-1**. The goal of this framework is to be comprehensive in accounting for every quantifiable mechanism through which Fremont and Alameda County will benefit economically. The analysis begins (in the left column) by tracking the flow of people, their visitor spending, and other money flows into the City and County due to the presence of the Athletics franchise. The businesses which are the direct recipients of these flows of spending and other revenues are presented in the second column. Not all of this direct spending in Fremont and/or Alameda County businesses can be thought of as adding direct value to the local economy, however. Some of the revenue collected immediately flows back out of the county to pay for such things as Athletics farm team expenses, Athletics away game expenses and the cost of goods sold in retail concessions. The remaining revenue flowing into Fremont and Alameda County businesses directly adds value to the local economy. In technical terms, at the county level this direct value added is an increase in "change in final demand" for goods and services produced in Alameda County. It is these items in the right column of Figure III-1 that generate further multiplier effects within the Alameda County economy.

A couple of aspects of Figure III-1 deserve further explanation. The first is that in the alternative scenario where the Athletics are assumed to leave California, there will be a loss of local money as Alameda County residents attend Giants games in San Francisco instead of Athletics games. On the other hand, by keeping the Athletics in Alameda County, a portion of this local resident spending is retained (noted in the second box down on the left column).

**Figure III-1**  
**OVERVIEW OF THE BALLPARK VILLAGE DIRECT ECONOMIC IMPACTS**



" < " Includes everything within the brackets.  
Source: Economics Research Associates

A second aspect is that a significant portion of the revenue drawn into the area by the Athletics franchise goes to pay player salaries. While some of these players maintain

seasonal homes in the Bay Area, a significant amount of their salaries leaks out of the area in the form of distant homes and investments. Other assumptions and nuances in the analysis are described below along with the presentation of the data that form the basis for quantitative estimates.

## **DIRECT IMPACT OF THE ATHLETICS FRANCHISE**

For estimating the economic impacts of the Athletics, it is most useful to examine their recent operating history in Oakland, and then to project how attendance might be different in a modern new ballpark. Experience around the country has shown that it is reasonable to expect a new ballpark to increase the attendance, ticket pricing, and per capita spending for a franchise. This is likely to be the case with a move to Fremont. Even though the proposed new ballpark is smaller than the Oakland Coliseum, there are very few games each year when the Athletics attendance at the current Oakland Coliseum exceeds 32,000 fans.

Attendance is typically a function of team performance, market size, entertainment alternatives in the market and age and quality of the facility, among other factors. In order to estimate future attendance, ERA analyzed historic attendance patterns of 15 teams that recently developed a new ballpark over the past 15 years in **Table III-1**. Historically these teams experienced an average per game attendance increase of almost 35 percent for the year their new facility opened.

It should be noted that the Colorado Rockies was the only team analyzed that experienced a decline in per game attendance during the first year playing in a new facility. However, several factors unique to Colorado obscure the impact of the team's new facility on attendance patterns. The Rockies began their inaugural season as an MLB franchise in 1993, the year before the strike-shortened season in 1994. Coors Field opened for the start of the 1995 season, which was also shortened due to ongoing labor negotiations. None of the other 14 teams included in the analysis opened a new facility during the strike-shortened period between the 1994 and 1995 seasons.

The Tampa Bay Devil Rays and Arizona Diamondbacks were also excluded from this analysis based on the fact that both teams began playing in refurbished or new stadiums during their inaugural seasons as MLB franchises, and therefore reported no attendance from prior seasons for purposes of comparison.

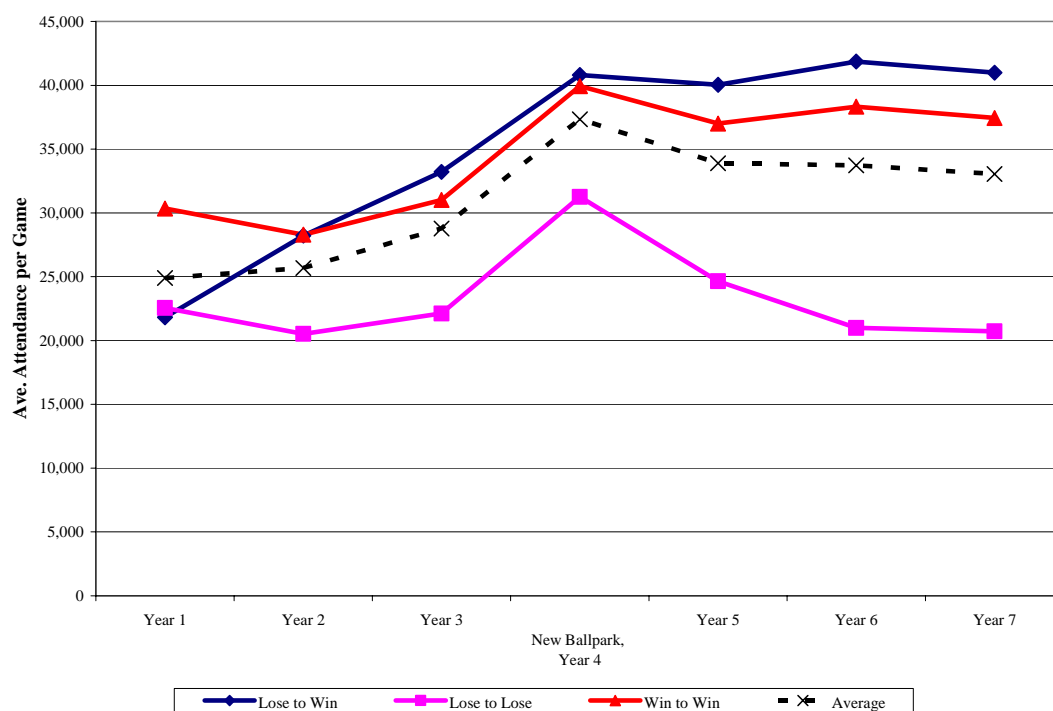
**Table III-1**  
**OBSERVED ATTENDANCE CHANGE DUE TO NEW BALLPARKS**

<b>Team</b>	<b>Year Ballpark Opened</b>	<b>Change in per Game Attendance from Previous Season</b>	<b>Before New Stadium</b>	<b>After New Stadium</b>
Chicago White Sox	1991	44.7%	Lose	Win
Baltimore Orioles	1992	39.8%	Lose	Win
Texas Rangers	1994	43.4%	Win	Win
Cleveland Indians	1994	45.5%	Lose	Win
Colorado Rockies	1995	-18.2%	Lose	Win
Atlanta Braves	1997	19.4%	Win	Win
Detroit Tigers	2000	25.0%	Lose	Lose
Houston Astros	2000	14.3%	Win	Win
Seattle Mariners	2000	8.0%	Win	Win
San Francisco Giants	2000	59.5%	Win	Win
Milwaukee Brewers	2001	78.6%	Lose	Lose
Pittsburgh Pirates	2001	42.1%	Lose	Lose
Cincinnati Reds	2003	26.9%	Lose	Lose
Philadelphia Phillies	2004	41.9%	Win	Win
San Diego Padres	2004	49.7%	Lose	Win
<b>Average Increase</b>		<b>34.7%</b>		

Source: Major League Baseball; Economics Research Associates.

Attendance in the years following a team's relocation to a new ballpark is largely influenced by the team's on-field performance. **Figure III-2** shows that for those teams with losing records before and after the year a new facility opens, per game attendance returned to levels consistent with those observed at the old facility. On the other hand, teams with a winning record after the opening of a new facility were able to sustain a level of attendance similar to the first year in the new facility. This is true for teams that went from losing records to winning records, as well as teams that had winning records before and after the opening of a new facility. **Table III-2** presents the data behind the figure, and calculates a longer range sustainable average increase of over 25 percent in per game attendance by ignoring the peak year when a ballpark is brand new, and focusing instead on three-year averages before and after the opening of the new facility.

**Figure III-2**  
**REGULAR SEASON AVERAGE PER GAME PAID ATTENDANCE BY TEAM**  
**RECORD, BEFORE AND AFTER NEW BALLPARK**



**Table III-2**  
**REGULAR SEASON AVERAGE PER GAME PAID ATTENDANCE BY TEAM**  
**RECORD, BEFORE AND AFTER NEW BALLPARK**

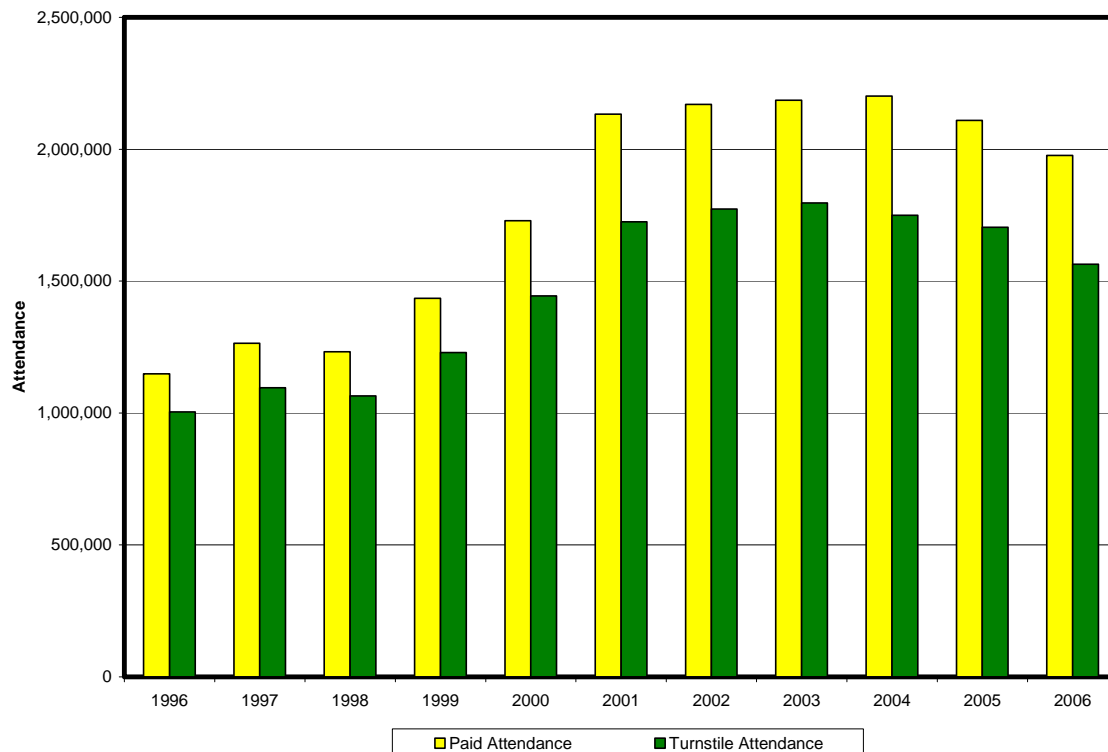
	Year 1	Year 2	Year 3	New Ballpark, Year 4	Year 5	Year 6	Year 7
Lose to Win	21,815	28,228	33,213	40,802	40,036	41,861	40,979
Lose to Lose	22,547	20,525	22,114	31,261	24,645	20,996	20,714
Win to Win	30,348	28,301	31,015	39,937	37,004	38,330	37,437
Average	24,903	25,685	28,781	37,333	33,895	33,729	33,043
	Ave. of 3 Years Prior				Ave. of 3 Years After		
	26,456				33,556		

**Average Increase: Before to After the Ballpark      27%**

Source: Major League Baseball: Economics Research Associates.

The actual historical trend for the Athletics in Oakland in terms of total season paid and turnstile attendance can be seen in **Figure III-3**. Although trending slowly downwards, the team has averaged 2,128,500 in paid attendance over the last five years (2002 to 2006), and 1,717,400 in actual patronage flowing through the turnstiles.

**Figure III-3**  
**HISTORICAL ATTENDANCE TREND FOR THE ATHLETICS**



By applying the historical average increases from the 15 teams analyzed to the Athletics would suggest that the team would experience an average 35 percent increase in the year the Ballpark Village opens in Fremont, or roughly 2.3 million in turnstile attendance. Over the longer run, a more sustainable 25 percent increase would imply a new turnstile attendance for the Athletics of approximately 2,150,000 per regular season in Fremont.

The flow of cash through the Athletics Franchise is well over \$100 million per year, but not all of that money creates economic impacts within the local economy. In order to track the flow of potential impacts through the mechanisms diagramed in Figure III-1, ERA requested a detailed re-tabulation of account s payable from the Athletics head

office for a recent representative completed year. The Athletics provided data according to ERA's specifications for the 2005 completed season. Since that time, the 2006 season has also been completed, but the Athletics expenditure and employment patterns were very similar. The detailed 2005 data has been updated using the US Consumer Price Index to express expenditures in today's dollars. **Table III-3** presents an analysis of the Athletics accounts payable by where the vendors are located. Of approximately \$83 million paid out, almost \$19 million of that went to providers of goods and services in Alameda County.

**Table III-3**  
**ANALYSIS OF THE ATHLETICS' ACCOUNTS PAYABLE BY COUNTY**

	<b>Amount for 2005 Season</b>	<b>Amount in 2007 Dollars <sup>1</sup></b>	<b>Percent</b>
Home County			
Alameda	\$18,154,880	\$18,844,532	22.7%
Other Bay Area			
Contra Costa	\$2,187,712	\$2,270,817	2.7%
San Francisco	\$3,005,874	\$3,120,059	3.8%
Santa Clara	\$3,607,946	\$3,745,002	4.5%
San Mateo	\$1,754,546	\$1,821,196	2.2%
Solano	\$170,244	\$176,711	0.2%
Napa	\$26,892	\$27,914	0.0%
Marin	\$750,757	\$779,276	0.9%
Sonoma	\$80,400	\$83,454	0.1%
Other California	\$9,909,478	\$10,285,911	12.4%
Out-of-State	\$40,373,080	\$41,906,740	50.5%
<b>Total for 2005</b>	<b>\$80,021,808</b>	<b>\$83,061,611</b>	<b>100.0%</b>

<sup>1</sup> Adjusted using the CPI for All Urban Consumers, San Francisco-Oakland-San Jose

Source: Oakland Athletics; ERA Analysis.

In addition to paying vendors, the Athletics were direct employers of 432 people in 2005, with a payroll of approximately \$11 million (see **Table III-4**). Although all of these jobs

are in Alameda County, the residence of the Athletics direct employees is also shown in Table III-4.

**Table III-4**  
**ATHLETICS FRANCHISE 2005 EMPLOYMENT <sup>1</sup>**  
**And Employee Residence By County**

<b>Total Payroll in 2005</b>	<b>\$10,891,862</b>	
<b>Total Payroll (2007 \$s) <sup>2</sup></b>	<b>\$11,305,613</b>	
<b>Total Employment</b>	<b>432</b>	<b>100.0%</b>
<b>Employee Residence</b>	<b>Number</b>	<b>Percent</b>
Home County		
Alameda	207	47.9%
Other Bay Area		
Contra Costa	111	25.7%
San Francisco	46	10.6%
Santa Clara	17	3.9%
San Mateo	11	2.5%
Solano	6	1.4%
Napa	0	0.0%
Marin	7	1.6%
Sonoma	6	1.4%
Other California <sup>3</sup>	21	4.9%

<sup>1</sup> Excludes out of state employees, players, and on field staff.

<sup>2</sup> Adjusted using the CPI for All Urban Consumers, San Francisco-Oakland-San Jose

<sup>3</sup> Mostly counties in the Central Valley.

Source: Oakland Athletics; ERA Analysis.

Players salaries are analyzed separately from the direct jobs and income generated by the Athletics franchise because a significant amount of players' income leaks out of the region in the form of distant homes and investments. However, all the players do maintain residences in the Bay Area and live here effectively for four months out of the year. Average player salaries today are reportedly well over two million dollars for the

Athletics. Out of this income, ERA has estimated that \$100,000 of each player's salary is retained and spent locally on housing, retail trade, personal and recreational services. This would create total spending impacts in the Bay Area of about \$2.5 million for a 25-player roster. Following the residential pattern of other Athletics employees at the Coliseum, ERA estimates that approximately half of this player spending falls within Alameda County, for a local annual impact of \$1.25 million.

The last component of Athletics Franchise impact is the payroll for the parking lot attendants on game days. Through their contractor, Classic Parking, the Athletics in 2005 paid approximately 59 people to work shifts averaging 5 hours per game about 40 games per year, for a total estimated payroll of \$109,600 (or \$113,800 in today's dollars).

### **DIRECT IMPACT OF OTHER IN-BALLPARK SPENDING**

The Athletics and Aramark, the concessionaire in their current ballpark, like most attractions companies calculate per capita spending by their patrons. Total sales within the ballpark can easily be estimated in this way. For economic and fiscal impact purposes, however, it is also necessary to deduct the portions of sales that come from the immediate area, and thus, do not expand the local economy. The best way to track where the money comes from is to examine who is buying tickets by where they live. **Table III-5** presents information for approximately 80 percent of all ticket sales during the 2005 season for the Athletics. The remaining 20 percent were purchased by walkup fans, and cannot be tracked.

**Table III-5**  
**ANALYSIS OF TYPICAL TICKET PURCHASES BY COUNTY**

	Percent
Home County	
Alameda	27.3%
Other Bay Area	
Contra Costa	20.7%
San Francisco	13.0%
Santa Clara	10.5%
San Mateo	3.3%
Solano	2.2%
Napa	2.0%
Marin	1.5%
Sonoma	0.9%
Other California	10.4%
Out of State	8.2%
<b>Total for 2005</b>	<b>100.0%</b>

Source: Oakland Athletics for the 2005 season; ERA Analysis.

As can be seen, approximately 27 percent of the tickets were purchased by Alameda County residents, with 73 percent bringing money in from outside the county to purchase tickets and attend games. Under the scenario of the Athletics moving to Fremont, it is assumed that all of the Alameda fans would be retained, and that 73 percent would still come from outside the county. Note that it is likely that some shifting of origins is likely to occur, such as fewer fans coming from San Francisco and the North Bay, and more coming from Santa Clara County and the South Bay. These trends are assumed to offset one another.

The situation for the City of Fremont will be somewhat different. **Table III-6** presents the source of ticket purchases within Alameda County.

**Table III-6**  
**ANALYSIS OF TYPICAL TICKET PURCHASES BY CITY**

<b>City within Alameda County</b>	<b>Percent</b>
Oakland	8.8%
Berkeley	3.6%
Livermore	2.3%
Fremont	2.3%
San Leandro	1.6%
Hayward	1.5%
Alameda	1.4%
Dublin	1.2%
Union City	1.2%
Newark	1.1%
Castro Valley	0.9%
Albany	0.6%
Emeryville	0.3%
San Lorenzo	0.3%
Byron	0.1%
Sunol	0.0%
<b>Total for 2005</b>	<b>27.3%</b>

Source: Oakland Athletics for the 2005 season; ERA Analysis.

Fremont residents currently account for only 2.3 percent of all Athletics ticket purchases. Were the team to relocate to Fremont, as opposed to moving out of state, Fremont should certainly be able to retain the spending of these current Athletics fans, and that should be considered economic impact for the City. On the other hand, it is likely that the Athletics following in Fremont will increase, which could divert some of the entertainment and recreation spending already in Fremont to the Athletics at the expense of other Fremont pursuits. Assuming the Fremont fan base were to triple as a result of the move, that would imply that approximately 5 percent of the total economic impact from fan spending should be seen as a substitution effect of moving money around within Fremont. On the other hand, that also implies that 95 percent of all fan spending in the ballpark should be considered new economic benefit from the perspective of the City.

**Table III-7** presents estimates of fan spending, based on the patterns observed in 2005, and accounting for the portions that should be considered net new direct impact with a new Ballpark Village in Fremont.

**Table III-7**  
**ANALYSIS OF GROSS SALES AT THE NEW BALLPARK**

Spending Category	Turnstile Attendance	Per Capita Spending in 2005 <sup>1</sup>	Per Capita Spending in 2007 \$s <sup>2</sup>	Gross Sales	New Sales to Fremont (i.e., less 5%)	New Sales to Alameda Co. (i.e., less 27%)
Food & Beverage	2,150,000	\$10.28	\$10.67	\$22,941,593	\$21,794,513	\$16,747,363
Merchandise	2,150,000	\$1.90	\$1.97	\$4,240,178	\$4,028,169	\$3,095,330
Parking	2,150,000	\$2.14	\$2.22	\$4,775,779	\$4,536,990	\$3,486,319
<b>Totals</b>		<b>\$14.32</b>	<b>\$14.86</b>	<b>\$31,957,549</b>	<b>\$30,359,672</b>	<b>\$23,329,011</b>

<sup>1</sup> Not including amount paid in sales or other taxes.

<sup>2</sup> Adjusted using the CPI for All Urban Consumers, San Francisco-Oakland-San Jose

Source: Oakland Athletics; ERA Analysis.

As will be seen below in the discussion of fiscal impacts, the information on gross sales above may be applied directly. For community economic impact calculations, however, other adjustments will be made to eliminate the portions of fan spending that have already been taken into account by examining the economics of the Athletics franchise operations, and will also have to account for the non-local portion of the cost of goods sold at ballpark concessions.

## **DIRECT IMPACT OF BALLPARK VILLAGE RETAIL**

Observed per capita spending patterns make it relatively straight forward to track the spending that occurs within the ballpark. It is harder to estimate the spending baseball fans contribute to the host community as they travel into and out of the area. Depending on the type of commercial development in proximity to the sports and parking facilities, this spending can be significant or minimal. Because the Ballpark Village proposed for Fremont is planned to have a significant retail component that is adjacent to the ballpark, it is assumed that the majority of fan spending in Fremont will be captured in the analysis of the retail component as presented below.

The Ballpark Village is proposed to include a total of approximately 550,000 square feet of retail space with state-of-the-art design. Of this, the majority would be in a regional-serving “lifestyle center” and the remainder would be entertainment/retail in a “Main Street” environment serving both the residential uses as a neighborhood center and the ballpark users for before- and after-event entertainment. According to the International Council of Shopping Centers most recent publication of their study “The SCORE: Shopping Center Operations, Revenues and Expenses,” open-air neighborhood centers and lifestyle centers have the highest retail sales volumes per square foot of any shopping center type. Sales volumes also tend to be higher in newer centers and in centers located in the Western Region of the United States.

Retail surveys show that sales volumes also vary greatly by tenant, ranging from \$379 per foot for Abercrombie & Fitch to over \$600 for Hot Topic, and from \$377 for a Ruby Tuesdays restaurant to \$579 for a California Pizza Kitchen. For the type of retail in the two proposed concepts within the Ballpark Village, an average retail productivity factor of \$400 per square foot is consistent with the proposed development in Fremont.

Some of the retail sales in the new facilities will come at the expense of other existing stores in Fremont, and from the perspective of the County, some will come from other Alameda County cities. In order to form some approximation for how future retail spending patterns might be changed by the addition of 550,000 square feet of state-of-the-art retail in Fremont at the Ballpark Village site, ERA reviewed the competitive market within 15 miles of the proposed location. This radius includes such significant competitive retail centers as Santana Row and the Stanford Shopping Center, as well as closer, more mid-range centers as the NewPark Mall and the Great Mall. **Figure III-4** locates these competitive facilities, and others, in the South Bay marketplace. It is important to note that the Ballpark Village site would represent the southernmost concentration of retail in Alameda County, just over the border from the large Santa Clara County market.

**Figure III-4**  
**RETAIL MARKET AND MAJOR COMPETITORS WITHIN 15 MILES**



The demographic characteristics and spending power of the retail market within 15 miles is separated by county in **Table III-8**. As can be seen, approximately one-third of the market is in Alameda County (31 to 32 percent of population, households, and spending power), and two-thirds lies beyond Alameda County. One could make a case that two-thirds of retail sales in the new Ballpark Village could be new to Alameda County based on these statistics, but the 15-mile radius is merely one way of looking at the market, and retail attraction is typically stronger the closer one lives to the retail offering. To be conservative in this analysis, and taking into account that the alternative use of the site could include some standard retail development, ERA has made the assumption that one-half, rather than two-thirds, of the retail sales in the new Ballpark Village will be net new to Alameda County. Given that Fremont has suffered retail leakage in the past to NewPark Mall on its northern border, and to other retail centers further away in both Alameda and Santa Clara Counties, it is likely that the vast majority of the new sales in

the Ballpark Village will be new to the City of Fremont. Again, in order to be conservative, ERA assumes that three-quarters of Ballpark Village retail sales will be net new to the City of Fremont.

**Table III-8**  
**RETAIL MARKET CHARACTERISTICS BY COUNTY (WITHIN 15 MILES)**

	Alameda	Santa Clara	San Mateo	Total
2006 Population	641,772	1,218,187	139,937	1,999,896
Percent	32.1%	60.9%	7.0%	100.0%
2006 Households	207,526	407,274	44,314	659,114
Percent	31.5%	61.8%	6.7%	100.0%
2006 Consumer Expenditures on Retail Goods (\$ Millions)	\$5,930	\$11,637	\$1,266	\$18,833
Percent	31.5%	61.8%	6.7%	100.0%

Source: ESRI Projections for 2006; and Economics Research Associates.

Thus, 550,000 square feet of retail at \$400 per square foot will yield \$220 million per year in gross sales volume. Of this, \$165 million should be new to the City of Fremont, and \$110 million should be new to Alameda County (see **Table III-9**). More than half of gross sales for most modern retailers, however, are in the cost-of-goods-sold. Because very few of the finished goods sold will be produced in either Fremont or Alameda County, this portion of the total must be deducted to arrive at the portion that truly adds value to the local economy.

**Table III-9**  
**ANALYSIS OF GROSS SALES IN THE BALLPARK VILLAGE RETAIL**

<b>Size of Retail Component in Square Feet</b>	<b>Sales Per Square Foot <sup>1</sup></b>	<b>Gross Sales</b>	<b>New Sales to Fremont (i.e., 75%)</b>	<b>New Sales to Alameda Co. (i.e., 50%)</b>
550,000	\$400	\$220,000,000	\$165,000,000	\$110,000,000
Less: Cost of Goods Sold			-60%	-60%
<b>Value Added to Local Economy</b>			<b>\$66,000,000</b>	<b>\$44,000,000</b>

<sup>1</sup> Not including amount paid in sales or other taxes.

Source: International Council of Shopping Centers; ERA Analysis.

### **DIRECT IMPACT OF THE BALLPARK VILLAGE BOUTIQUE HOTEL**

The Ballpark Village plan also includes a boutique hotel of approximately 100 rooms and 70,000 square feet. Food and beverage service would be provided by an adjacent restaurant, which is included in the retail totals above. **Table III-10** presents estimates for the incremental revenues that would be attributable to just the room sales component of the hotel operation. At a stabilized occupancy of 72 percent, the annual room sales from such a boutique hotel would be approximately \$5.3 million. Similar to the retail analysis, however, not all of this sales volume would be new to the city or county. ERA assumes that half of the room sales will be new to the City of Fremont, and one-third new to Alameda County.

**Table III-10**  
**ANALYSIS OF ROOM SALES IN THE BALLPARK VILLAGE HOTEL**

<b>Boutique Hotel Characteristics</b>		<b>New Room Sales to Fremont (i.e., 50%)</b>	<b>New Room Sales to Alameda Co. (i.e., 33%)</b>
Number of Rooms	100		
Average Daily Rate	\$200		
Occupancy	72%		
<b>Annual Room Revenue</b>	<b>\$5,256,000</b>	<b>\$2,628,000</b>	<b>\$1,734,480</b>

Source: Economics Research Associates.

### **DIRECT IMPACT OF THE BALLPARK VILLAGE RESIDENTIAL NEIGHBORHOOD**

**Table III-11** addresses another source of economic impact at the city and county levels, which also leads to fiscal revenue for the City of Fremont through the retail sales tax. All the residential units in the proposed project may be seen as net additions to the housing stock in Fremont. Even if temporary vacancies are created elsewhere in the city as current Fremont residents move up to the new project, the units they vacate may be expected to refill with new residents almost immediately. As a result, the proposed project will expand the number of consumers in the city by 2,900 households. ERA has assumed in the Table III-11 analysis that the households able to afford the new units will be in the highest income quintile of US consumers, due to the price of the units.

**Table III-11**  
**ANALYSIS OF RESIDENT SPENDING IN THE BALLPARK VILLAGE**

<b>Ongoing New Resident Retail Spending at Buildout</b>						
	<b>For Each Household</b>					
	For Those in the Highest Income Quintile in	Expressed in	Estimated Capture in	New Expenditures per Household in	Estimated Capture in	New Expenditures per Household in
Average Annual Expenditure on: <sup>1</sup>	2004 <sup>1</sup>	2007 Dollars <sup>2</sup>	Fremont <sup>3</sup>	Fremont	Alameda County <sup>3</sup>	Alameda County
Food at home	\$4,984	\$5,275				
Food away from home	\$4,669	\$4,941				
Alcoholic beverages	\$876	\$927				
Housekeeping supplies	\$1,009	\$1,068				
Household furnishings	\$3,670	\$3,884				
Apparel and services	\$3,654	\$3,867				
Vehicle purchases	\$6,555	\$6,937				
Gasoline and motor oil	\$3,500	\$3,704				
Other vehicle expenses	\$4,372	\$4,627				
Entertainment	\$4,484	\$4,746				
Reading	\$256	\$271				
Tobacco products	\$272	\$288				
Miscellaneous	\$1,243	\$1,316				
Annual Spending Per Household	\$39,544	\$41,851	25%	\$10,463	50%	\$20,926
Spending by 2,900 Households		\$121,369,049		\$30,342,262		\$60,684,525
Less: Cost of Goods Sold				-60%		-60%
<b>Value Added to Local Economy</b>				<b>\$12,136,905</b>		<b>\$24,273,810</b>

<sup>1</sup> US Department of Labor, Bureau of Labor Statistics, "Consumer Expenditures in 2004," April 2006.

<sup>2</sup> Bureau of Labor Statistics, Consumer Price Index, All Urban Consumers - San Francisco-Oakland-San Jose.

<sup>3</sup> Not including capture within the Baseball Village retail.

Source: As noted above and Economics Research Associates.

These households will spend money on the retail goods that support and enrich their lives. A portion of the new spending will be captured by retail businesses within the city of Fremont, and an even larger portion of this spending will be captured somewhere within Alameda County. The portion of spending which will be captured by the retail within the Ballpark Village is assumed to be included in the analysis of the retail projects above, and is not included in the capture rates in Table III-11. ERA has assumed only modest capture of retail sales elsewhere within Fremont in Table III-11 because of the presence of the significant and convenient retail in the Ballpark Village next door to these new residents. Including the Fremont capture outside of the Ballpark Village itself,

approximately half of all household spending is assumed to be captured elsewhere in Alameda County. As with the retail analysis in the Ballpark Village retail above, the 60 percent of sales that leaves the area through the cost-of-goods- sold must be deducted to arrive at the portion that adds value to the local economy.

### SUMMARY OF BALLPARK VILLAGE DIRECT IMPACTS

**Table III-12** presents a summary of each of the line items that have been discussed above. In total, the direct economic impact on the County from the Ballpark Village project is estimated at approximately \$109 million per year in today's dollars. The multiplier effects of this impact will be analyzed in the next section of the report.

**Table III-12**  
**SUMMARY OF BALLPARK VILLAGE DIRECT IMPACTS**

<b>Expense by Type</b>	<b>Direct Alameda County Impact</b>
<b><u>A's Franchise</u></b>	
Accounts Payable <sup>1</sup>	\$18,844,532
Direct Payroll	\$11,305,613
Local Portion of Player Salaries	\$1,250,000
Parking Payroll	\$113,800
<b><u>Ballpark Concessions</u></b>	
Food and Beverage <sup>2</sup>	\$7,257,190
<b><u>Baseball Village Retail/Mixed-Use</u></b>	
550,000 Square Feet of Retail	\$44,000,000
100-Room Botique Hotel	\$1,734,480
<b><u>Baseball Village Residential</u></b>	
2,900 New Households' Spending	\$24,273,810
<b>Total Annual Direct Impact at Buildout</b>	<b>\$108,779,426</b>

<sup>1</sup> Including game day employment retained through StaffPro.

<sup>2</sup> After deducting the portion covered by analysis of the A's Franchise, and 35% for the non-local portion of cost of goods sold.

Source: As noted above and Economics Research Associates.

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## Section IV

### TOTAL COMMUNITY ECONOMIC IMPACTS

This section presents a comprehensive analysis of the economic impacts that are received by businesses and residents of Alameda County, with the first round of economic growth being realized within the new host city, Fremont. Economic benefits that can be quantified in dollar terms are analyzed and presented first. The focus then shifts to a qualitative description of other benefits that are impossible to quantify with any real precision.

#### THE MULTIPLIER EFFECT

As was described in Section II of this report, direct impacts are the most easily identifiable economic effects of developing a new project such as the proposed Ballpark Village, but the direct impacts (technically known as the “change in final demand” within the local economy) also create indirect and induced economic impacts, also known as the “multiplier effect.” The analytical tool used to estimate the macroeconomic impact of the Athletics on Alameda County is the Regional Input-Output Modeling System, otherwise known as RIMS II. The RIMS II model was prepared by the U.S. Department of Commerce, Bureau of Economic Analysis (BEA). It is based on an accounting framework called an input-output (I-O) model. The model shows industrial interrelationships between sectors of the economy and reveals how various parts relate to the whole. RIMS II is a standard tool used throughout the economic analysis industry and throughout the United States. After being calibrated to capture the unique characteristics of the Alameda County economy, it was used to provide the economic multipliers used in this report. A “multiplier” in the RIMS II model represents the factor by which an initial change in output in an economic sector is multiplied to arrive at the total change in various economic measures, such as jobs and earnings.

The entries in a RIMS II model derive mainly from two data sources: BEA 1997 national benchmark input-output (I-O) accounts and BEA 2003 regional economic accounts. The current version of the RIMS II multipliers based on these sources has been available since October 2005.

For this impact study, ERA commissioned the BEA to prepare two models, one with 473 detailed industry descriptions, and one with industries aggregated into 60 categories.

Multipliers are specific to Alameda County, but geographic areas smaller than the county level cannot be analyzed rigorously with any of the input-output multiplier tools available on the market. On the other hand, reasonable conclusions can be drawn regarding the locations of impacts within the host community for a new development. **Table IV-1** presents the relevant multipliers from this system.

**Table IV-1**  
**ESTIMATED DIRECT IMPACT OF BALLPARK VILLAGE**

Spending Category	Gross Economic Activity in Alameda Co.	Direct Impact (Change in Final Demand)	Final Demand Multiplier Information <sup>3</sup>			
			RIMS II Category	Output	Earnings	Employment
A's Accounts Payable	\$83,061,611	\$18,844,532	711200 Spectator Sports	1.8344	0.5302	17.4523
A's Direct Payroll	\$11,305,613	\$11,305,613	H00000 Households	1.0515	0.1836	5.8275
Local Part of Player Salaries	> \$60 Million <sup>1</sup>	\$1,250,000	57. Accommodation	1.6202	0.3621	12.9759
Parking Payroll	\$113,800	\$113,800	H00000 Households	1.0515	0.1836	5.8275
Ballpark Concessions	\$22,941,593	\$7,257,190	722000 Food Services & Drinking Places	1.7956	0.4251	24.0408
Baseball Village Retail	\$220,000,000	\$44,000,000	4A0000 Retail Trade	1.6956	0.3307	11.8531
Baseball Village Hotel	\$5,256,000	\$1,734,480	57. Accommodation	1.6202	0.3621	12.9759
Village Residential Spending	\$121,369,049	\$24,273,810	4A0000 Retail Trade	1.6956	0.3307	11.8531
<b>Totals</b>	>\$500 Million <sup>2</sup>	<b>\$108,779,426</b>				

<sup>1</sup> 2006 season A's salaries were estimated to be over \$62 million by ESPN.com.

<sup>2</sup> Although it is a rather meaningless statistic, there will be over \$500 million per year of economic activity associated with the baseball village project.

<sup>3</sup> Most recent multipliers available, specific to Alameda County.

Source: ERA, U.S. Department of Commerce, Bureau of Economic Analysis RIMS II Multipliers.

A brief description of the multipliers and what measures of economic impact they produce is as follows:

- **Output Multipliers.** Output multipliers reflect the change in total regional economic output of a given change in final demand in a given sector. "Final demand" changes refer to purchases of goods and services, typically by businesses and consumers outside the region, by investors and by government. Output multipliers measure the extent to which specific industries are integrated with the rest of the regional economy: the higher the output multiplier of a given sector, the more integrated it is within the regional economy.
- **Earnings Multipliers.** Earnings multipliers measure the total personal earnings generated for all workers by a dollar change in final demand.

- **Employment Multipliers.** The employment multiplier measures the total number of jobs created by a million dollar change in a given sector. In this sense, it assesses the distributive role of a given sector; the more jobs created, the more people take part in the benefits of growth or economic development efforts. (Note that current earnings must be converted into 2003 dollars to apply the multipliers shown in Table IV-1 using the Consumer Price Index-All Urban Consumers.)

**Table IV-2** presents the calculated results from applying the multipliers. As can be seen, the \$109 million direct impact that was estimated in Section III produces a total economic impact in Alameda County of over \$192 million. The full-time equivalent of 1,762 jobs are created, associated with personal earnings by those job holders of approximately \$50 million per year. By definition, all of the direct jobs would be located in Fremont with the new Ballpark Village proposal. It is reasonable to assume that a significant portion of the indirect and induced jobs will be in Fremont as well, but all would be retained somewhere in Alameda County.

**Table IV-2**  
**ESTIMATED TOTAL ECONOMIC IMPACT OF BALLPARK VILLAGE ON**  
**ALAMEDA COUNTY**

Spending Category	Direct Impact (Change in Final Demand)	Total Economic Impact		
		Output	Earnings	Employment
A's Accounts Payable	\$18,844,532	\$34,568,410	\$9,991,371	307.0
A's Direct Payroll <sup>1</sup>	\$11,305,613	\$23,193,466	\$13,381,324	493.5 <sup>2</sup>
Local Part of Player Salaries	\$1,250,000	\$2,025,250	\$452,625	15.1
Parking Payroll	\$113,800	\$233,461	\$134,694	6.8 <sup>2</sup>
Ballpark Concessions	\$7,257,190	\$13,031,011	\$3,085,032	162.9
Baseball Village Retail	\$44,000,000	\$74,606,400	\$14,550,800	486.8
Baseball Village Hotel	\$1,734,480	\$2,810,204	\$628,055	21.0
Village Residential Spending	\$24,273,810	\$41,158,672	\$8,027,349	268.6
<b>Totals</b>	<b>\$108,779,426</b>	<b>\$191,626,874</b>	<b>\$50,251,249</b>	<b>1,761.7</b>

<sup>1</sup> Not including the baseball players jobs.

<sup>2</sup> For payroll applied to the "Household Sector" of the RIMS model, the multiplier effect must be added to the direct payroll.  
Source: ERA, U.S. Department of Commerce, Bureau of Economic Analysis RIMS II Multipliers.

Economic impacts will continue to be felt over each year the Ballpark Village project exists. Looking at the economic impact stream over the next 30 years in **Table IV-3**, the net present value of the total economic output of Alameda County will be expanded by between \$700 million and almost \$2 billion, depending upon the discount rate used, as a result of implementing the Ballpark Village proposal.

**Table IV-3**  
**PRESENT VALUE OF BALLPARK VILLAGE ECONOMIC IMPACTS**  
**ON ALAMEDA COUNTY OVER 30 YEARS**  
**(in 2007 \$ Millions)**

	Net Present Value at Discount Rate of:		
	8%	12%	16%
Direct Impact	\$1,133	\$652	\$403
<b>Total Output Impact</b>	<b>\$1,995</b>	<b>\$1,148</b>	<b>\$710</b>

Source: Economics Research Associates.

## QUALITATIVE ECONOMIC IMPACTS

In addition to economic impacts that may be rigorously analyzed using an input/output model of the regional economy, there are other benefits that are not so conducive to a quantitative analysis. These benefits are nonetheless real, are worth retaining in Alameda County, and could provide enhancements to the existing community of Fremont. Other benefits include the following:

- **Business location.** The presence of major league baseball provides a quality of life attraction for employees and business owners. Although impossible to quantify with any precision, surveys of business executives regarding their location decisions routinely pick up the importance of quality of life issues in locating headquarters and branch businesses, and frequently mention the availability of professional sports. The purchase of season tickets by local

corporations is an indicator of the importance businesses place on major league baseball.

- **The Athletics franchise as a good corporate citizen in Fremont.** The Athletics have numerous active programs of outreach into the community. It is reasonable to assume that with a team relocation, much of this energy will flow into Fremont. The following is a brief description of some of the Athletics Community Fund activities:
  - The Athletics Community Fund has donated over \$650,000 in cash and in-kind contributions annually to various charitable organizations.
  - The Athletics annual Breast Cancer Awareness Day has raised over \$400,000 for the American Cancer Society and the Friends of Faith organization.
  - The Athletics Golf Classic and the Athletics FanFest have raised over \$100,000 each for the community fund.
  - Each year, the Athletics treat over 10,000 East Bay children from low income families to Athletics games as part of the Little Athletics Program.
  - The Athletics are involved in a variety of education programs including: Athletics Home Run Readers, Mathletics, the Stay in School Challenge, several scholarship programs, and other aids to education.
  - The Athletics are also heavily involved in recreational youth programs, helping to purchase baseball equipment and uniforms, providing baseball clinics, inviting youth onto their major league field before some Sunday home games, and using bilingual players to help reach out to Hispanic youth.
- **Cisco Systems as a good corporate citizen in Fremont.** It is envisioned that the new ballpark will be named Cisco Field with Cisco Systems continued extensive involvement with regard to the ballpark and the surrounding Ballpark Village community. Cisco is in discussion with the Athletics and Major League Baseball to develop Cisco Field into the “ballpark of the future” and a showpiece for technology and sports. As opposed to having Cisco Systems, one of largest and most respected technology companies in the world, simply selling their excess property and leaving the City of Fremont, the development of Cisco Field will cement the relationship between Cisco Systems and the City of Fremont under a long-term agreement. Not only will

the City of Fremont and Alameda County realize a new ballpark and unique mixed use community, but also will retain a long-term and strong affiliation with one of Silicon Valley's most successful companies and largest employers.

- As one of the largest employers in the South Bay, San Jose-based Cisco Systems is dedicated to the success of its customers, employees, and the communities in which it operates. Cisco contributes to building strong ties to those communities in three key ways: through the use of its innovative technologies, by maximizing the expertise of its employee base, and through grant opportunities. Through these programs Cisco focuses its support on both educational and economic development opportunities.
- Locally, approximately 14,000 of Cisco's 48,000 global employees are based in San Jose, and it is part of the company's culture for employees to annually take part in volunteer work to benefit local communities. For example, during the past twelve years, Cisco has been a major participant and contributor to the Santa Clara and San Mateo Counties Second Harvest Food Bank Holiday Drive and has contributed more than \$9.7 million in donations to SHFB, all of which come from a combination of Cisco's employees, executives, and the Cisco Foundation.
- Last year, in commemoration of the company's 20th Anniversary, Cisco employees volunteered more than 275,000 hours, or 20 years' worth of time, back to their local communities. In addition, Cisco has approximately 10,000 Networking Academies around the globe—47 of them in the Bay Area—which teach the networking skills necessary to compete for 21st Century jobs to high school and university level students.
- Cisco believes that its corporate citizenship practices will not only improve the communities in which it operates, but also celebrate its employees, encourage innovation, and enhance shareholder value.
- Cisco's continued presence in the City of Fremont and Alameda County through its Cisco Field identity will greatly enhance Cisco's focus on charitable and community activities that flow into the market area covered by this analysis.
- **Attraction of additional visitation.** ERA's quantitative analysis has included the economic benefits of visitors who have come to Alameda County

specifically to see an Athletics game. On the other hand, there is evidence that some people who are making trips to the Bay Area for other purposes (e.g., conventions) will also extend their stays slightly in order to take in an Athletics game while in town.

- **Image enhancement in the national media.** There is value created for the host community every time the name or images appear in print or in a national broadcast. Radio and television broadcasts of Athletics games at home and away enhance the image of Alameda County and their host city as a vibrant place to visit, do business in, or even to move to and live in.
- **Quality of life for Alameda County residents.** The presence of the Athletics franchise in Alameda County enhances the quality of life for residents in the East Bay. The Athletics provide entertainment and a sense of identity. Civic pride can be created for all Fremont residents in being a part of a "major league city."

## Section V

### ONE-TIME ECONOMIC IMPACTS OF CONSTRUCTION

The previous two sections of the report address the ongoing economic impacts of the project, once it is complete and fully occupied. This section presents an analysis of the economic impacts that occur only once as the project is being developed. Because it will take several years for construction and absorption of a project this large to be complete, however, the economic impacts of construction activity will be felt over a multi-year development period.

#### TOTAL COST OF CONSTRUCTION

Table V-1 presents an analysis of the total costs of building the Ballpark Village project. These costs include all hard costs of vertical construction, the hard costs of associated infrastructure and site improvements, and soft costs associated with design, permitting, processing, and other activities that employ people. They do not include the costs of financing or land.

**Table V-1**  
**ESTIMATED TOTAL COST OF CONSTRUCTION FOR THE BALLPARK VILLAGE**

<b>Baseball Village Component</b>	<b>Size</b>	<b>Unit Cost</b>	<b>Total Cost in Millions of 2007 Dollars <sup>1</sup></b>
Ballpark	30,000-34,000 Seats	Entire Facility	\$450
Retail	550,000 Sq. Ft.	\$360 per Sq.Ft.	\$198
Hotel	100 Rooms	\$300,000 per Room	\$30
Residential	2,900 Units	\$380,000 per Unit	\$1,102
<b>Total Ballpark Village</b>			<b>\$1,780</b>

<sup>1</sup> Costs include all hard and soft costs of construction, but do not include costs of financing or land.

Source: Athletics Ballpark Village design team; ERA Analysis.

## ECONOMIC IMPACT OF CONSTRUCTION

The BEA's RIMS II model also provides multipliers for the construction sector of the economy. In the current modeling system these multipliers have been calibrated to accept the total construction cost, as defined in Table V-1 above, as the "change in final demand" that generates the impacts within the countywide economy. The multipliers for Alameda County are as follows:

- **Output Multiplier:** 1.7950
- **Earnings Multiplier:** 0.3275
- **Employment Multiplier:** 7.9883

**Table V-2** presents the calculated results from applying the multipliers. As can be seen, the \$1.8 billion direct impact of building the project produces a total economic impact in Alameda County of almost \$3.2 billion. The full-time equivalent of 13,273 jobs are created, associated with personal earnings by those job holders of approximately \$583 million. This expansion of the construction sector of the economy will be felt over a number of years. For example, the ballpark will take approximately two years to develop, and the annual equivalent of the 3,350 jobs created will be spread out over that time period. The bulk of construction would take place in 2009 and 2010, but the jobs created to build the residential neighborhood will continue on for another three or more years. By definition, all of the direct jobs for on-site construction would be located in Fremont as they build the new Ballpark Village. Some portion of the indirect and induced jobs also will be in Fremont, but by the design of the BEA RIMS II model, all of the jobs shown in Table V-2 would be retained somewhere in Alameda County.

**Table V-2**  
**ESTIMATED TOTAL ECONOMIC IMPACT OF BALLPARK VILLAGE**  
**CONSTRUCTION ON ALAMEDA COUNTY**

Baseball Village Component	Direct Impact (Change in Final Demand)	Total Economic Impact		
		Output	Earnings	Employment
Ballpark	\$450,000,000	\$807,750,000	\$147,375,000	3,356
Baseball Village Retail	\$198,000,000	\$355,410,000	\$64,845,000	1,476
Baseball Village Hotel	\$30,000,000	\$53,850,000	\$9,825,000	224
Residential Neighborhood	\$1,102,000,000	\$1,978,090,000	\$360,905,000	8,217
<b>Totals</b>	<b>\$1,780,000,000</b>	<b>\$3,195,100,000</b>	<b>\$582,950,000</b>	<b>13,273</b>

Source: ERA, U.S. Department of Commerce, Bureau of Economic Analysis RIMS II Multipliers.

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## **Section VI**

### **FISCAL REVENUE IMPACTS**

The previous sections take a broad view of the Fremont and Alameda County communities, including the impacts on the general population through employment and business opportunities. This section takes a more narrow focus on the two key governmental entities within Fremont, examining first the fiscal impacts on the ongoing revenues for the City of Fremont, and then on the Fremont Unified School District. This section of the report stops short of a full fiscal impact analysis, which would include estimation of operating costs for the City, because as of this writing a formal application for development of the Ballpark Village has yet to be submitted and there is insufficient information for City staff and consultants to plan for service provision to the project. Once a plan is formally proposed, this section may be expanded to include analysis of costs as well as revenues. In the meantime, the following partial analysis presents an estimate of the fiscal resources that will be generated by the project to offset municipal costs.

#### **REVENUE IMPACTS ON THE CITY OF FREMONT**

##### **Assumptions Regarding Market Performance**

**Table VI-1** presents the input assumptions into the fiscal impact modeling regarding the market performance for the major real estate products proposed for the Ballpark Village. The 2,900 housing units are all envisioned as for-sale products, many at rowhouse and townhome densities, achieving an overall average of \$675,000 per unit in today's dollars. The analysis assumes a development schedule that will allow these units to be occupied starting in 2011. The retail components are expected to achieve an average sales volume of \$400 per square foot, and be valued at \$360 per square foot by the County Assessor (i.e., at replacement cost). The boutique hotel in the Ballpark Village is expected to achieve an average of \$200 per occupied room and be valued by the Assessor at \$300,000 per room (again, at replacement cost). The ballpark is assumed to have some form of underlying public ownership, and not be on the property tax rolls.

**Table VI-1**  
**PROJECT DESCRIPTION**  
**Fremont Ballpark Village**

BALLPARK VILLAGE RESIDENTIAL									
<u>Market Performance Assumptions</u>									
Total Number of Units	2,900	For-Sale Townhomes and Condominiums							
Average Price (Current Dollars)	\$675,000	per Unit <sup>1</sup>							
Projected Rate of Absorption	600	Units per Year							
First Closings	Jan. 2011	Assumes Construction of Entire Project Begins Jan. 2009							
Average Household Size	3.03	Persons per Household <sup>2</sup>							
<u>Macroeconomic Assumptions</u>									
Rate of General Inflation (CPI)	3.0%	per Year, Long Run Average							
Forecast Appreciation of Real Estate	4.0%	per Year, Long Run Average							
Allowable Growth of Assessed Value	2.0%	per Year, Under Proposition 13 Limitations for Held Property							
Steady State Rate of Resid. Turnover	14.0%	per Year, Corresponding to an Average Length of Ownership of 7 Years							
BALLPARK VILLAGE MIXED-USE									
Retail Complex	550,000	Sq. Ft.							
Average Sales Volume	\$400	per Sq. Ft.							
Assessed Value	\$360	per Sq. Ft. (i.e., Replacement Cost)							
Boutique Hotel	100	Rooms							
Average Room Revenue	\$200	per Occupied Room							
Assessed Value	\$300,000	per Room							
BALLPARK									
First Season of Play	2011	Ready for Opening Day in April							
Turnstile Attendance	2,150,000	Steady-State Average							
<u>Absorption Assumptions</u>									
Calendar Year	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Number of Residential Units Sold Each Year					600	600	600	600	500
Permanent Resident Population					1,818	3,636	5,454	7,272	8,787
Retail Sq.Ft. Occupied					450,000	450,000	550,000	550,000	550,000
Boutique Hotel Rooms					100	100	100	100	100
Ballpark Turnstile Attendance					2,150,000	2,150,000	2,150,000	2,150,000	2,150,000

<sup>1</sup> Weighted average of asking prices by KB Homes for all unit types combined in today's dollars.

<sup>2</sup> ABAG Projections 2005, average for future years in Fremont

Source: As noted above and Economics Research Associates.

## Property Assessed Values and Related Revenues

Due to the distorting effects of the Proposition 13 limitation on the growth in assessed value of real property, a detailed analysis of value growth over time is necessary to adequately estimate effects. The detailed spreadsheets showing the analysis over time are presented in the **Appendix**. A summary of key factors is presented in **Table VI-2**, however. After approximately a decade of construction and absorption, the project is

expected to stabilize in approximately 2016. Expressed in today's constant dollars, the Ballpark Village should generate a total assessed value of over \$2.2 billion.

Because the project lies in Fremont's Industrial Redevelopment Area, the frozen base value for these parcels is also relevant for calculating tax increments in the subsequent analysis. ERA's understanding is that the base value for this area was established in 1983 as \$22.3 million over 800 acres, or approximately \$28,000 per acre. For a 143-acre development site, the Ballpark Village would have a frozen base of approximately \$4 million on the Redevelopment tax rolls.

**Table VI-2**  
**PROJECTION OF ASSESSED VALUE**  
**Fremont Ballpark Village**  
**At Buildout in 2016**

	Expressed in \$ Millions	
	(in Future 2016 \$ )	(in Constant 2007 \$ )
<b>Assessed Values</b>		
Residential Units	\$2,649.6	\$2,030.7
Retail Uses	\$236.6	\$181.4
Botique Hotel Use	<u>\$35.9</u>	<u>\$27.5</u>
Total Assessed Value	\$2,922.1	\$2,239.5
Less Frozen Base Value	<u>\$4.0</u>	<u>\$3.1</u>
<b>Incremental Assessed Value</b>	<b>\$2,918.1</b>	<b>\$2,236.5</b>
A.V. Subject to Transfer Tax	\$370.9	\$284.3

Source: Detailed analysis in Appendix Table-1; ERA.

Not all of the incremental tax revenues derived from new assessed value remain within Fremont, however. Although detailed calculations are required each year and the actual amount may vary, the City has found that the "pass-through" to other agencies has averaged 30 percent in recent years. Among the funds that do flow to the Fremont RDA, another 20 percent of the total are set aside by State mandate for low- and moderate-

income housing. These are shown in **Table VI-3**. The City's General Fund also receives a small amount through the General Law City property transfer tax system.

The Redevelopment Area containing the Ballpark Village project within the foreseeable future will also reach a predetermined cap on tax increments that may be collected. The projections in Table VI-3 assume that the County and other affected agencies will agree to raise the cap for this project area. If the cap is not raised, less future money will flow into the Redevelopment Agency, and somewhat more will flow into the City's General Fund than what is shown below.

**Table VI-3**  
**PROJECTION OF PROPERTY RELATED TAXES**  
**Fremont Ballpark Village**  
**At Buildout in 2016**

		Expressed in \$1,000s	
		(in Future 2016 \$ )	(in Constant 2007 \$ )
<b>Incremental Tax Revenues</b>			
Total Incremental Taxes	100%	\$29,181	\$22,365
Less: Pass-Through to Other Agencies	30%	\$8,754	\$6,709
<b>Revenues Flowing to Fremont</b>			
Low- Mod-Housing Set Aside	20%	\$5,836	\$4,473
Redevelopment Tax Increment	(remainder)	\$14,590	\$11,182
<b>Total Fremont RDA Fund Resources</b>		<b>\$20,426</b>	<b>\$15,655</b>
<b>City of Fremont Transfer Tax</b>		<b>\$204</b>	<b>\$156</b>
<b>Total of Property Tax Related Fremont Revenues</b>		<b>\$20,631</b>	<b>\$15,812</b>

Source: Detailed analysis in Appendix Table-2; ERA.

### **Resident Spending and Sales Taxes**

Another more detailed analysis is required to examine the portion of new revenues that the City of Fremont will realize due to the increased spending power in the city by having

2,900 new households. **Table VI-4** presents an analysis of spending power, based on the most recent federal consumer expenditure data, and factored down to account for the portion of retail sales that are subject to the state Sales & Use Tax, and for the estimated capture by stores in Fremont, beyond those that are in the new Ballpark Village retail. Direct net new spending capture in those facilities is treated separately.

**Table VI-4**  
**ANALYSIS OF RESIDENT SPENDING, AND SALES TAX REVENUES**  
**Fremont Ballpark Village**  
(In Constant 2007 \$ )

<u>Ongoing New Annual Resident Retail Spending at Buildout</u>					
	For Each Household				Totals
Average Annual Expenditure on: <sup>1</sup>	For Those in the Highest Income Quintile in 2004 <sup>1</sup>	Espressed in Constant 2006 Dollars <sup>2</sup>	Estimated Percent Taxable	Estimated Capture in Fremont <sup>3</sup>	New Taxable Expenditures per Household
Food at home	\$4,984	\$5,275			
Food away from home	\$4,669	\$4,941			
Alcoholic beverages	\$876	\$927			
Housekeeping supplies	\$1,009	\$1,068			
Household furnishings	\$3,670	\$3,884			
Apparel and services	\$3,654	\$3,867			
Vehicle purchases	\$6,555	\$6,937			
Gasoline and motor oil	\$3,500	\$3,704			
Other vehicle expenses	\$4,372	\$4,627			
Entertainment	\$4,484	\$4,746			
Reading	\$256	\$271			
Tobacco products	\$272	\$288			
Miscellaneous	\$1,243	\$1,316			
Analysis of Retail Spending	\$39,544	\$41,851	75%	25%	\$7,847
Annual New Taxable Sales in Fremont for 2,900 Households					\$22,756,697
<u>Resulting Tax Revenues</u>					
Fremont City Tax Rate <sup>4</sup>					1.00%
Annual Sales Tax Receipts for Fremont					\$227,567

<sup>1</sup> US Department of Labor, Bureau of Labor Statistics, "Consumer Expenditures in 2004," April 2006.

<sup>2</sup> Bureau of Labor Statistics, Consumer Price Index, All Urban Consumers - San Francisco-Oakland-San Jose.

<sup>3</sup> Not including capture within the Baseball Village retail (Note: the same percentage was used in Table III-11).

<sup>4</sup> Approximately 1.0% is the City's share of the total 8.75% Sales and Use Tax Rate.

Source: As noted above and Economics Research Associates.

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## **Hotel Tax Revenue**

A 100-room boutique hotel is also proposed for inclusion in the Ballpark Village. This is envisioned as a high quality facility, with a construction cost of approximately \$30 million for a 70,000 square foot facility. It would be served by a restaurant and banquet space, which has been included in the 550,000 square feet of commercial retail space for purposes of this analysis. Not all of the business in the new hotel will be new to the City of Fremont, but as a unique new hotel, surrounded by a new lifestyle retail and entertainment center, with 2,900 new households in close proximity, and with 81 home games per year being played in the adjacent ballpark, it is reasonable to expect that a significant portion of the business in the hotel would not have occurred in Fremont without the Ballpark Village project. As was discussed in Section IV, this analysis assumes that half of the room rentals in the boutique hotel constitute incrementally new business for Fremont. The 8 percent transient occupancy tax on these room sales will be a net new revenue to the City of Fremont. At a stabilized occupancy of 72 percent, this should produce annual revenue to the City of approximately \$210,000 per year in today's dollars.

## **Business Tax Revenue**

The City of Fremont uses the term business tax rather than business license, but it is essentially a fee for the privilege of conducting business in Fremont. The business tax registration fee for most commercial businesses located in Fremont is \$30. The full tax payment varies depending on the type and size of the business and is based on either gross receipts or payroll. This analysis assumes that within the commercial portions of the Ballpark Village, there could be 100 new businesses, with some of them being substantial. It also assumes that another 100 businesses could be located in the homes within the project, paying smaller business taxes on average. For 200 new businesses at an average payment of \$100 per year, this would raise another \$20,000 for the City of Fremont in today's dollars.

## **Population Driven Revenues**

Most other General Fund revenues are best estimated on a per capita basis. For example, charges for services, fines and forfeitures, and other such revenue streams will grow

roughly in proportion to new residential population. The factors and formulas for estimating these, and all other General Fund revenues are presented in **Table VI-5**.

**Table VI-5**  
**ANALYSIS OF FREMONT GENERAL FUND REVENUES**  
**Fremont Ballpark Village**

Revenues <sup>1</sup>	FY2006-07 (\$1,000s)	Method of Projecting Ballpark Village Impacts	
		Factor	Formula
Intergovernmental:			
Property Taxes	\$41,325		Estimated directly from Assessed Value created
In-lieu VLF Funding	\$13,798		Will grow in proportion to Assessed Value growth
In-lieu Sales Tax	\$8,084		Included in Sales & Use Tax estimates (next line)
Sales & Use Tax	\$25,418	1.0%	of net new sales volume (including In-lieu Sales Tax)
Vehicle License Fees	\$1,502	\$7.14 / capita	* New Residents
Other Intergovernmental	\$646	\$3.07 / capita	* New Residents
Business Taxes	\$6,941	\$30.00 / business	minimum, plus tax based on gross receipts or payroll
Hotel/Motel Taxes	\$2,486	8.0%	of incremental new hotel room rentals due to the project
Property Transfer Tax	\$2,006	\$0.55 / \$1,000	of Assessed Value transferred
Franchise Fees	\$7,862	\$37.36 / capita	* New Residents
Charges for Services	\$3,217	\$15.29 / capita	* New Residents
Fines and Forfeitures	\$3,235	\$15.37 / capita	* New Residents
Investment Earnings	\$2,783		No impact assumed
Paramedic Fees	\$1,065	\$5.06 / capita	* New Residents
Other Revenues	\$1,050	\$4.99 / capita	* New Residents
<b>Total General Fund Revenues</b>	<b>\$121,418</b>		
City of Fremont Population <sup>2</sup>	210,445		

<sup>1</sup> City of Fremont, "2006/20076 Adopted Operating Budget," page 71.

<sup>2</sup> Estimate in the City Budget for 2006.

Source: As noted above and Economics Research Associates.

## Summary of Fremont General Fund Operating Revenues

**Table VI-6** projects the revenues into the future to the stable occupancy year of 2016, and then discounts them back to today's dollars. It summarizes the two major City funds impacted by the project, the Redevelopment Agency and the General Fund. Also included is the annual \$1,000,000 ballpark support payment to the City of Fremont by the Athletics. This analysis indicates that over \$15 million per year would be generated for Redevelopment activities, and between \$3 and \$4 million per year would be generated for General Fund purposes. The General Fund routinely receives transfers from other City funds as well, and it is possible that additional revenues will be generated in other funds by the Ballpark Village project. Furthermore, the Ballpark Village project area within the Pacific Commons redevelopment area is subject to a Special Services Tax. The Special Services tax is assessed to the private landowners within the Pacific Commons

development in order to pay for the basic costs of maintaining the streets and other public infrastructure within the Redevelopment Area.

**Table VI-6**  
**SUMMARY OF ANNUAL REVENUES TO THE CITY OF FREMONT**  
**Fremont Ballpark Village**

	Expressed in \$1,000s	
	(in Future 2016 \$) <sup>4</sup>	(in Constant 2007 \$)
<b>Stable Occupancy Year Fiscal Balance</b>		
<b>RDA FUNDS</b>		
Low- Mod-Housing Set Aside	\$5,836	\$4,473
Redevelopment Tax Increment	\$14,590	\$11,182
Total Fremont RDA Resources	\$20,426	\$15,655
<b>GENERAL FUND</b>		
<b>Revenues</b>		
Ballpark Support Paid to City	\$1,000	\$766
Intergovernmental:		
Property Taxes	(flows to	RDA, above)
In-lieu VLF Funding <sup>1</sup>	\$0	\$0
Sales & Use Tax: Village Retail <sup>2</sup>	\$1,938	\$1,485
Sales & Use Tax: New Residents <sup>3</sup>	\$297	\$228
Vehicle License Fees	\$82	\$63
Other Intergovernmental	\$35	\$27
Business Taxes	\$27	\$21
Hotel/Motel Taxes	\$274	\$210
Property Transfer Tax	\$204	\$156
Franchise Fees	\$428	\$328
Charges for Services	\$175	\$134
Fines and Forfeitures	\$176	\$135
Investment Earnings	\$0	\$0
Paramedic Fees	\$58	\$44
Other Revenues	\$57	\$44
<b>Total General Fund Revenues</b>	<b>\$4,752</b>	<b>\$3,642</b>

<sup>1</sup> To be estimated in the future as a proportion to Assessed Value growth.

<sup>2</sup> Assuming \$400/sq.ft. sales, 75% net new to the City of Fremont, 90% taxable.

<sup>3</sup> Spending elsewhere in Fremont beyond spending in the Ballpark Village retail, which is included in the previous line item.

<sup>4</sup> See Appendix Table A-3 for spreadsheet analysis over time.

Source: Economics Research Associates.

On the other hand, estimation of revenues is clearly only half of a fiscal impact analysis. General Fund resources will certainly be needed to provide municipal services to the new population residing in the Ballpark Village. Some of the Redevelopment resources may be needed to support the project as well. Other City Cost Center/Internal Service Funds, for example the planning, building & safety, and engineering functions within the Development and Environmental Services Department will certainly be impacted by the Ballpark Village project. The City charges fees for services provided by these “Other Fund” activities, but it remains to be seen if the fees collected (which are in addition to the General Fund revenues estimated above) are sufficient to cover all expenses. Resolution of these cost questions will have to wait until a formal development application is submitted and plans are made between the applicant and the City for service provision.

### **IMPACTS ON THE FREMONT UNIFIED SCHOOL DISTRICT**

The types of housing and neighborhood environment for the Ballpark Village are envisioned to be active, urban, and urbane. As such, they are likely to attract young singles and couples without children, and older couples whose children have grown up and moved out and who are looking to downsize their housing. Even so, there will be some families with children in the Ballpark Village, and some will attend schools in the Fremont Unified School District (FUSD). The District recognizes differences in the attractiveness of housing types for families with school-aged children in the student generation rates it uses for planning purposes. The current rates assume there will be 0.590 new students for each single-family detached unit in Fremont, and 0.236 new students for each new single-family attached or apartment unit. At the attached-unit rate, the District will expect there to be approximately 684 students in the 2,900 housing units once the Ballpark Village is built out.

The District has a policy of providing public education to any Fremont student of school age. In any given recent year, some schools are “impacted,” meaning that they are essentially at capacity, and others are not. New enrollment will be directed to existing school facilities as efficiently as possible to balance the student population with capacity.

From an ongoing budget standpoint, the District will receive funding for new students in the Ballpark Village project from a combination of locally generated property taxes and State aid, with the total being defined by Average Daily Attendance (ADA) and the revenue limit established for the District. Because the locally generated property tax revenues currently fund less than half of the District's budget, with the remainder being made up by the State, any new property tax revenue flowing to the District from the Ballpark Village project will have no impact on the District's bottom line. The amount per ADA will still be the same with or without the Ballpark Village project. On the other hand, ADA funding guaranteed by the State will automatically increase proportionately to the number of students from the Ballpark Village that enroll in Fremont schools, ensuring that the District will have the same amount of operating resources per pupil to provide education to the new students.

While operating revenues are guaranteed through the State school funding system, there could be temporary costs imposed on the District to bring in portable classrooms or in other ways expand capacity at impacted schools as a result of a sudden influx of new students. To offset this, the District imposes development fees, which are currently set at \$2.63 per square foot of residential development and \$0.42 per square foot of commercial development. Over the buildout period for the Ballpark Village these fees will generate over \$10 million for the District, as estimated in **Table VI-7** below.

**Table VI-7**  
**ESTIMATED DEVELOPMENT FEES FOR SCHOOLS**  
**Fremont Ballpark Village**  
**Total Through Project Buildout**

		Fees Collected
<b>RESIDENTIAL USES</b>		
Number of Units	2,900 units	
Average Size	1,375 sq.ft./Unit	
Development Fee	\$2.63 per sq.ft.	
		\$10,487,125
<b>COMMERCIAL USES</b>		
Retail Buildings	550,000 sq.ft.	
Boutique Hotel	70,000 sq.ft.	
Development Fee	\$0.42 per sq.ft.	
		\$260,400
<b>Total Development Fees Collected</b>		<b>\$10,747,525</b>

Source: Fremont Unified School District; and ERA.

**The Economic and Fiscal Impacts of a Proposed Ballpark Village  
on the City and Community of Fremont**

**APPENDIX**

**Appendix Table-1: Projection of Assessed Value**

**Appendix Table-2: Calculation of Property Related Taxes and Redevelopment  
Tax Increments**

**Appendix Table-3: Calculation of General Fund Revenues Over Time**

**Appendix Table-1**  
**PROJECTION OF ASSESSED VALUE**  
**Fremont Ballpark Village**  
(Expressed in Current \$ Millions)

<b>Growth Indices Used for Projections</b>		<b>Calendar Year</b>									
	<u>Rate</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Rate of General Inflation (CPI)	3.0%	100%	103%	106%	109%	113%	116%	119%	123%	127%	130%
Forecast Appreciation of Real Estate	4.0%	100%	104%	108%	112%	117%	122%	127%	132%	137%	142%
Assessed Value Growth (Prop. 13)	2.0%	100%	102%	104%	106%	108%	110%	113%	115%	117%	120%
<b>Years Since Initial Sale of New Units</b>											
		<u>0</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>
Index for A.V. Growth Upon Resale <sup>1</sup>		100%	104%	106%	108%	111%	113%	116%	116%	116%	116%
<b>Analysis of Growth in Assessed Value</b>											
	<u>F.Y.</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Separate rows track {	2011					\$473.8	\$481.9	\$492.9	\$505.7	\$520.3	\$537.2
the townhome and {	2012						\$492.7	\$501.2	\$512.6	\$525.9	\$541.1
the condominium units {	2013							\$512.5	\$521.3	\$533.2	\$546.9
by the year in which {	2014								\$533.0	\$542.1	\$554.5
they are first sold and occupied {	2015									\$461.9	\$469.8
{	2016										\$0.0
{	2017										
{	2018										
Total Residential Assessed Value		\$0.0	\$0.0	\$0.0	\$0.0	\$473.8	\$974.7	\$1,506.6	\$2,072.5	\$2,583.4	\$2,649.6
Assessed Value of Retail <sup>2</sup>		\$0.0	\$0.0	\$0.0	\$0.0	\$175.4	\$178.9	\$223.0	\$227.4	\$232.0	\$236.6
Assessed Value of Hotel <sup>2</sup>		\$0.0	\$0.0	\$0.0	\$0.0	\$32.5	\$33.1	\$33.8	\$34.5	\$35.1	\$35.9
Total Assessed Value in Each Year		\$0.0	\$0.0	\$0.0	\$0.0	\$681.6	\$1,186.7	\$1,763.4	\$2,334.4	\$2,850.5	\$2,922.1
Less: Base Year Assessed Value <sup>3</sup>		<u>\$4.0</u>	<u>\$4.0</u>	<u>\$4.0</u>	<u>\$4.0</u>	<u>\$4.0</u>	<u>\$4.0</u>	<u>\$4.0</u>	<u>\$4.0</u>	<u>\$4.0</u>	<u>\$4.0</u>
<b>Total Incremental Assessed Value</b>						<b>\$677.6</b>	<b>\$1,182.7</b>	<b>\$1,759.4</b>	<b>\$2,330.4</b>	<b>\$2,846.5</b>	<b>\$2,918.1</b>
<b>Analysis of Homes Being Resold</b>											
A.V. From Initial Sale of Units		\$0.0	\$0.0	\$0.0	\$0.0	\$473.8	\$492.7	\$512.5	\$533.0	\$461.9	\$0.0
A.V. Subject to Turnover Each Year		<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$67.5</u>	<u>\$139.2</u>	<u>\$215.5</u>	<u>\$297.0</u>	<u>\$370.9</u>
<b>Total A.V. Subject to the Transfer Tax</b>		<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$473.8</b>	<b>\$560.2</b>	<b>\$651.6</b>	<b>\$748.5</b>	<b>\$758.9</b>	<b>\$370.9</b>

<sup>1</sup> Including the assumed turnover rate of 14%, and a maximum of 7 years of real estate appreciation upon resale.

<sup>2</sup> Assumed to grow at the 2% limit only (i.e., held for the long term).

<sup>3</sup> Assuming a total A.V. of \$22.3 million in the Redevelopment base year of FY 1983 over 800 acres for \$28,000 per acre, and 143 acres in baseball village.

Source: As noted above and Economics Research Associates.

**Appendix Table-2**  
**CALCULATION OF PROPERTY RELATED TAXES AND REDEVELOPMENT TAX INCREMENTS**  
**Fremont Ballpark Village**

(Expressed in Current \$1,000,000s)		Calendar Year									
	Tax Rates	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Total Incremental Assessed Value</u> <sup>1</sup>		\$0	\$0	\$0	\$0	\$678	\$1,183	\$1,759	\$2,330	\$2,847	\$2,918
For Industrial Redevelopment Area <sup>2</sup>	1.0198%	\$0.0	\$0.0	\$0.0	\$0.0	\$6.9	\$12.1	\$17.9	\$23.8	\$29.0	\$29.8
Countywide Rate Set by Proposition 13	1.0000%	\$0.0	\$0.0	\$0.0	\$0.0	\$6.8	\$11.8	\$17.6	\$23.3	\$28.5	\$29.2
Voter Approved Portion											
SECURED BD/DEBT		\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
East Bay Regional Park District	0.0057%	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.1	\$0.1	\$0.1	\$0.2	\$0.2
Alameda County Water District	0.0035%	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.1	\$0.1	\$0.1	\$0.1
UNSECURED BD/DEBT		\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
East Bay Regional Park District	0.0057%	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.1	\$0.1	\$0.1	\$0.2	\$0.2
Alameda County Water District	0.0049%	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1
Relevant Portion of Taxes <sup>3</sup>	1.0000%	\$0.0	\$0.0	\$0.0	\$0.0	\$6.8	\$11.8	\$17.6	\$23.3	\$28.5	\$29.2
Pass-Through to Other Agencies <sup>4</sup>	30.0%	\$0.0	\$0.0	\$0.0	\$0.0	\$2.0	\$3.5	\$5.3	\$7.0	\$8.5	\$8.8
<b>Low- Mod-Housing Set Aside</b>	<b>20.0%</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$1.4</b>	<b>\$2.4</b>	<b>\$3.5</b>	<b>\$4.7</b>	<b>\$5.7</b>	<b>\$5.8</b>
<b>Redevelopment Tax Increment</b>	<b>(remainder)</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$3.4</b>	<b>\$5.9</b>	<b>\$8.8</b>	<b>\$11.7</b>	<b>\$14.2</b>	<b>\$14.6</b>
<u>Total A.V. Subject to the Transfer Tax</u> <sup>1</sup>		\$0.0	\$0.0	\$0.0	\$0.0	\$473.8	\$560.2	\$651.6	\$748.5	\$758.9	\$370.9
<b>City of Fremont Transfer Tax</b> <sup>5</sup>	<b>0.055%</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.3</b>	<b>\$0.3</b>	<b>\$0.4</b>	<b>\$0.4</b>	<b>\$0.4</b>	<b>\$0.2</b>
<b>Summary of Revenues Flowing to the City of Fremont</b>											
(Expressed in Constant 2007 \$1,000,000s)		Calendar Year									
	Tax Rates	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Rate of General Inflation (CPI)	3.0%	100%	103%	106%	109%	113%	116%	119%	123%	127%	130%
<b>Redevelopment Tax Increment</b>		<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$3.0</b>	<b>\$5.1</b>	<b>\$7.4</b>	<b>\$9.5</b>	<b>\$11.2</b>	<b>\$11.2</b>
<b>Low- Mod-Housing Set Aside</b>		<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$1.2</b>	<b>\$2.0</b>	<b>\$2.9</b>	<b>\$3.8</b>	<b>\$4.5</b>	<b>\$4.5</b>
<b>City of Fremont Transfer Tax</b>		<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.2</b>	<b>\$0.3</b>	<b>\$0.3</b>	<b>\$0.3</b>	<b>\$0.3</b>	<b>\$0.2</b>
<b>Total of Property Tax Related Revenues</b>		<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$4.4</b>	<b>\$7.4</b>	<b>\$10.6</b>	<b>\$13.6</b>	<b>\$16.1</b>	<b>\$15.8</b>

Note: Revenues under the control of the City of Fremont are shown in **bold**.

<sup>1</sup> From Appendix Table-1.

<sup>2</sup> City of Fremont, Office of Housing and Redevelopment.

<sup>3</sup> For Redevelopment Tax Increment calculations, the voter approved tax override portions are not included.

<sup>4</sup> Estimated annually by the City's fiscal consultant, but currently running around 30% each year.

<sup>5</sup> Total tax rate is \$1.10 per \$1,000 of A.V. (fair market value) of which \$0.55 goes to the County, and \$0.55 to the City.

Source: As noted above and Economics Research Associates.

**Appendix Table-3**  
**CALCULATION OF GENERAL FUND REVENUES OVER TIME**  
**Fremont Ballpark Village**

(Expressed in Current \$1,000,000s)	Fiscal Year Ending June 30									
	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Rate of General Inflation (CPI)	100%	103%	106%	109%	113%	116%	119%	123%	127%	130%
Project Statistics										
Units Sold and Occupied	0	0	0	0	600	1,200	1,800	2,400	2,900	2,900
New Resident Population	0	0	0	0	1,818	3,636	5,454	7,272	8,787	8,787
Square Footage of Retail Occupied	0	0	0	0	450,000	450,000	550,000	550,000	550,000	550,000
<b>RDA FUNDS</b>										
Low- Mod-Housing Set Aside	\$0.0	\$0.0	\$0.0	\$0.0	\$1.4	\$2.4	\$3.5	\$4.7	\$5.7	\$5.8
Redevelopment Tax Increment	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$3.4</u>	<u>\$5.9</u>	<u>\$8.8</u>	<u>\$11.7</u>	<u>\$14.2</u>	<u>\$14.6</u>
Total Fremont RDA Resources	\$0.0	\$0.0	\$0.0	\$0.0	\$4.7	\$8.3	\$12.3	\$16.3	\$19.9	\$20.4
<b>GENERAL FUND</b>										
<b>Revenues</b>										
Ballpark Support Paid to City	\$0.0	\$0.0	\$0.0	\$1.0	\$1.0	\$1.0	\$1.0	\$1.0	\$1.0	\$1.0
Intergovernmental:										
Property Taxes	(flows to RDA Funds: Redevelopment Agency Tax Increment, above)									
In-lieu VLF Funding	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Sales & Use Tax: Village Retail <sup>1</sup>	\$0.0	\$0.0	\$0.0	\$0.0	\$1.4	\$1.4	\$1.8	\$1.8	\$1.9	\$1.9
Sales & Use Tax: New Residents <sup>2</sup>	\$0.0	\$0.0	\$0.0	\$0.0	\$0.1	\$0.1	\$0.2	\$0.2	\$0.3	\$0.3
Vehicle License Fees	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.1	\$0.1	\$0.1
Other Intergovernmental	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Business Taxes	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Hotel/Motel Taxes	\$0.0	\$0.0	\$0.0	\$0.0	\$0.2	\$0.2	\$0.3	\$0.3	\$0.3	\$0.3
Property Transfer Tax	\$0.0	\$0.0	\$0.0	\$0.0	\$0.3	\$0.3	\$0.4	\$0.4	\$0.4	\$0.2
Franchise Fees	\$0.0	\$0.0	\$0.0	\$0.0	\$0.1	\$0.2	\$0.2	\$0.3	\$0.4	\$0.4
Charges for Services	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.1	\$0.1	\$0.1	\$0.2	\$0.2
Fines and Forfeitures	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.1	\$0.1	\$0.1	\$0.2	\$0.2
Investment Earnings										
Paramedic Fees	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.1	\$0.1
Other Revenues	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.1	\$0.1
<b>Total General Fund Revenues</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$1.0</b>	<b>\$3.1</b>	<b>\$3.5</b>	<b>\$4.1</b>	<b>\$4.5</b>	<b>\$4.9</b>	<b>\$4.8</b>

<sup>1</sup> Assuming \$400/sq.ft. sales, 75% net new to the City of Fremont, 90% taxable.

<sup>2</sup> Spending elsewhere in Fremont beyond spending in the Ballpark Village retail, which is included in the previous line item.

Source: As noted above and Economics Research Associates.